NEWARK & SHERWOOD
DISTRICT COUNCIL

Castle House
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Monday, 3 November 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, 11 November 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

AGENDA

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	None.	

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, 14 October 2025 at 6.00 pm.

PRESENT:	Councillor P Peacock (Chair) Councillor R Cozens, Councillor L Brazier, Councillor S Forde, Councillor C Penny, Councillor P Taylor and Councillor J Kellas
ALSO IN ATTENDANCE:	Councillor N Allen, Councillor I Brown, Councillor J Hall and Councillor P Rainbow
APOLOGIES FOR ABSENCE:	Councillor S Crosby

304 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.

305 DECLARATIONS OF INTEREST FROM MEMBERS AND OFFICERS

Councillors J Kellas and P Taylor declared Other Registerable Interests in Agenda Item No. 7 - Newark Towns Deal Project Updates as Newark Town Councillors.

Councillor L Brazier declared an Other Registerable Interest in Agenda Item No. 8 - Sherwood Levelling Up Fund Programme Update as an Ollerton & Boughton Town Councillor.

Sanjiv Kohli declared an interest in Agenda Item No. 12 - HRA Development Programme - Acquisition of S106 Homes at Rainworth as a Director of Arkwood Developments.

306 MINUTES FROM CABINET MEETING HELD ON 9 SEPTEMBER 2025

The minutes from the meeting held on 9 September 2025 were agreed as a correct record and signed by the Chair.

307 14 MARKET PLACE, NEWARK

Agreed that this item be deferred to a future meeting of the Cabinet.

308 NEWARK TOWNS DEAL PROJECTS UPDATE (KEY DECISION)

The Business Manager - Economic Growth & Visitor Economy presented a report which provided an update on the local delivery of Towns Deal programme and the progress made in relation to the remaining and completed scheme projects. It was reported that the government had announced the shift from Towns Deal as known to date, to become part of the new ‘Local Regeneration Fund’ and updates were provided on three projects that were underway, Castle Gatehouse, 32 Stodman Street and Newark Cultural Heart.

In respect of Newark Cultural Heart, there was an additional £40,000 revenue budget requirement to facilitate and conclude the final stage of designs. In evolving the design recommendations, the Town Council had agreed to a revised market layout accommodating 45 semi-permanent market stalls with flexibility to increase this number with pop-up stalls. In addition the Town Council were to seek to relocate the market for 12 months to allow the Market Place scheme to be implemented.

AGREED (with 6 votes for and 1 abstention) that Cabinet:

a) note the updates associated with the Towns Deal projects, including the revised scheme name of the 'Local Regeneration Fund', as detailed in 1.3 of this report;

b) approve an additional revenue budget of £40,000 funded by the Change Management Reserve, towards the design phase of the Newark Market Place improvement scheme (Newark Cultural Heart), as detailed in paragraph 2.10 of this report; and

c) approves delegated authority for the Deputy Chief Executive / Director – Resources in consultation with Council's Director - Planning & Growth, for the Council to enter into a varied or new lease agreement via a surrender and regrant with Newark Town Council, as detailed in paragraph 2.14 of the report.

Reasons for Decision:
To ensure Members are aware of the recent updates and developments associated with the Towns Deal programme, and to support the progression of remaining and live schemes.

Options Considered:
It remains an option for the Council to decline to participate within the remaining activity associated with the Towns Deal scheme (or newly re-named Local Regeneration Fund), refusing to accept grant funding and deliver final projects. This approach is not recommended as it would represent a missed opportunity to deliver transformative change within Newark.

309 SHERWOOD LEVELLING UP FUND (LUF) PROGRAMME UPDATE (KEY DECISION)

The Economic Development Grants & Programmes Manager and Regeneration Project Delivery Manager presented a report which provided an update on the Sherwood Levelling Up Fund 3 programme and proposed key recommendations to enable the ongoing delivery of the Ollerton and Clipstone regeneration projects.

In respect of Ollerton it was reported that the regeneration scheme had progressed through RIBA Stage 3 Developed design stage, ready to submit for planning application in October 2025 following the full business case approval. The report referred to the acquisition of the Forest Centre and the involvement of Ollerton & Boughton Town Council in the project.

In respect of Clipstone, it was reported that the regeneration scheme continued to operate in 3 core phases, commercial units at the Clipstone Holdings site, an enhanced sports and leisure facility and an improved educational and visitor offering at Vicar Water Country Park. An update was provided on each of these phases.

AGREED (unanimously) that Cabinet:

a) notes the updates associated with the LUF 3 programme including the revised name of 'Local Regeneration Fund', as detailed in 1.4 of the report;

Ollerton Project

b) approves a budget to be added to the Council's Capital Programme in 2025/26 to finance the acquisition of the Forest Centre unit, funded by UK Shared Prosperity Fund grant, and LUF 3 grant, in advance of securing planning permission and Full Business Case (FBC) approval, as noted in paragraphs 1.11 and 1.12 of the report. In addition, a revenue budget of £40,000 was required to retain the unit until demolition. The full costings are contained within the Exempt Appendix;

c) to delegate the finalisation and execution of the Agreement for Lease (and any other associated legal contracts required) with Ollerton and Boughton Town Council, in advance of securing planning consent, but upon completion of Heads of Terms, to the Director - Planning & Growth, as noted in paragraph 1.15 and 1.16 of this report;

d) approves a commitment to the Change Management Reserve of £1,225,000 and £105,000 from Capital Receipts towards the Ollerton Regeneration scheme, in accordance with paragraph 1.17; and

e) approves a budget of £682,746 to be added to the Capital Programme in 2025/26, financed by LUF 3 grant, to fund RIBA 4 activities, in advance of securing planning consent and finalisation of legals, but following FBC approval, as noted further in paragraph 1.20.

Reasons for Decision
To ensure Members are aware of the recent updates and developments associated with the LUF 3 programme, and to enable ongoing progression of the Ollerton scheme for delivery within potential Government timescales. Without access to further funding, there is an elevated risk that the project is unable to meet spend timescales detailed within this report.

Options Considered
It remains an option for the Council to refuse to accept any future grant towards the scheme or decide not to proceed with programme delivery. This approach is not recommended as it would represent a missed opportunity to deliver genuine and impactful transformative change in the communities of Ollerton and Clipstone.

Without the establishment of further budgets for Ollerton in advance of planning approval and FBC approval, delivery risk is elevated, particularly regarding LUF funding timescales. This would result in the potential loss of community and partnership momentum, and increased costs due to further delays.

310 NOTTINGHAMSHIRE & NOTTINGHAM LOCAL NATURE RECOVERY STRATEGY (LNRS) - FINAL FOR PUBLICATION (KEY DECISION)

The Business Manager - Planning Policy & Infrastructure presented a report which informed the Cabinet of the County Council's response to the consultation response submitted in respect of the Local Nature Recovery Strategy. The consultation response approved by the Cabinet on 10 June 2025 highlighted there were still areas of concern, and these had been addressed by the County Council as set out in the report.

It was considered that whilst there were still concerns regarding the implementation of the Strategy and its potential effects on workload when reviewing biodiversity net gain calculations, they were not sufficiently material to justify an objection to the final Strategy being published.

AGREED (unanimously) that:

a) the Council raises no objection to the proposed Nottinghamshire & Nottingham Local Nature Recovery Strategy being published; and

b) officers prepare any guidance necessary regarding usage of the LNRS in relation to planning development and the preparation of biodiversity net gain assessments.

Reasons for Decision
Officers consider that the LNRS proposed for publication is sufficiently acceptable and when published will be a consideration when plan making and therefore has relevance in respect of Ambition 6 of the Community Plan.

Options Considered
None, as a Supporting Authority it is considered important that the Council informs the County Council's LNRS team whether it intends to object or not to the publication of the LNRS.

311 GREEN GATEWAYS UPDATE

The Director - Communities & Environment presented a report which updated the Cabinet on the 'Green Gateways' pilots undertaken in 2025 and made a proposal to successfully deliver more sites in the District.

Options to explore green gateways were part of the Community Plan and aimed to enhance the natural environment at entrances into towns and villages to increase biodiversity and improve residential and visitor wellbeing. The report gave an overview and key learning from the three pilot schemes undertaken in Bilsthorpe, Blidworth and Boughton and set out proposals for progressing the initiative into other parts of the District.

AGREED (unanimously) that Cabinet:

a) note the findings and lessons learned from the pilot initiative to green entrances and exits to towns and villages in Newark & Sherwood in line with the aspiration set out within the Community Plan;

b) agree that officers try to identify a further five towns and parishes for inclusion in the initiative in 2025/26 and in subsequent years through to Local Government Reorganisation in 2028;

c) agree that Newark & Sherwood District Council will absorb the labour costs for the planting initiatives within existing resources, but costs associated with the purchase of plants, seed and bulbs is met by the Town and Parishes, as well as the cost of their future maintenance either via the Town and Parish or VIA; and

d) give approval for one-off costs of £8,606 to fund a rotavator and bowser be agreed, as well as an annual cost of £1,034 for access to a water rental, with both to be from within the Environmental Services budget, to enable future delivery of the project.

Reasons for Decision
The pilot scheme demonstrated that green gateways with wildflowers will enhance biodiversity in towns and villages in line with the Community Plan, but ongoing success depends on having appropriate resources and a commitment to a future maintenance plan.

Options Considered
Not to proceed with the full scale roll out of the Green Gateways Project.

312 YORKE DRIVE REGENERATION PROJECT UPDATE (KEY DECISION)

The Regeneration Project Delivery Manager presented a report which provided an update on the progress of the Yorke Drive regeneration project and sought the necessary approvals to enable the project to progress into the next phase of delivery. The report focused on the project progress since February 2025 and the full approvals required for the full execution of the programme of moving and rehousing of tenants and residents, the ‘decant programme’ to enable project delivery. The report set out the position with affected residents and the Compulsory Purchase Order process.

AGREED (unanimously) that Cabinet approve delegation to the Director - Housing, Health & Wellbeing to:

a) exercise the Council’s powers pursuant to Section 17 of the Housing Act 1985 and Section 13 of the Local Government (Miscellaneous Provisions) Act 1976 to make a Compulsory Purchase Order (CPO) in order to acquire such interests and rights in or over the land shown edged red on the plan at Appendix A (the “Land”) or any part of the Land required in order to facilitate the Yorke Drive Regeneration project (the “Scheme”);

b) acquire all interests within the Land as may be necessary to facilitate the Scheme, either by agreement or compulsorily; including entering into negotiations and arrangements with any third parties for the acquisition of their land interests; and

c) take all steps incidental, conducive or consequential to the making of, confirmation and implementation of the CPO or to the voluntary acquisition of the Land or any part it including (but not limited to):

1. making further amendments to the draft Statement of Reasons;
2. issuing and serving all required notices (including press, site, and individual notices);
3. the preparation and presentation of the Council's case at any future local public inquiry;
4. approving the terms for the acquisition of legal interests in the Land
5. approving agreements with landowners setting out the terms for the withdrawal of any objections to the CPO including (but not limited to) the exclusion of land from the Order
6. the payment of compensation and dealing with any blight notices served in connection with the CPO
7. making any necessary additions, deletions, or amendments to the Land and to seeking any necessary modifications to the CPO and any CPO maps; and
8. in the event the order is confirmed, publishing and serve notices of confirmation of the Order and thereafter to execute and serve any general vesting declarations and/or notices to treat and notices of entry, and any other notices or correspondence to acquire the Land or any part of it.

Reasons for Decision

To enable the programme of moving and rehousing of tenants and residents to be fully executed, in line with the Council's ambition to fully transform the Yorke Drive estate and Lincoln Road playing fields.

Options considered

Alternative options have been considered to negate the need for a CPO, as detailed below, but have been discounted:

1) To enhance the incentives to remaining homeowners to reach a voluntary sale would cause inconsistencies with the Council's previous and live acquisitions of other privately owned properties.

2) The retention of individual properties within the scheme would not be appropriate given their location and relationship to adjoining properties, the comprehensive nature of the redevelopment, and the objective to achieve the wider regeneration benefits of the proposals.

3) The option to 'do-nothing' is no longer feasible, due to the contractual commitments to ensure the programme is delivered on time. Failure to move out existing residents, including the private homeowners, may result in financial penalties and project delays for the Council.

(Councillor Cozens left the meeting during the consideration of this item).

313 HRA DEVELOPMENT PROGRAMME - ACQUISITION OF S106 HOMES AT RAINWORTH (KEY DECISION)

The Business Manager - Healthy Places presented a report which set out the business case for the acquisition of twenty S106 housing units at Rainworth. The Council had been approached by Arkwood Developments with an opportunity to purchase off-plan, twenty of the S106 properties to be delivered by the company at Rainworth. The report and exempt appendix set out the business case for the acquisition of those properties. The report demonstrated that there was demand for the units in question, that it provided value for money and that there was a strategic justification for the Council intervening in this particular development.

AGREED (unanimously) that Cabinet:

a) approve the Business Case for the acquisition of 20, S106 properties at Rainworth from Arkwood Developments Ltd;

b) approve that delegated authority be granted to the Director - Housing, Health & Wellbeing, in consultation with the Portfolio Holder for Housing, to finalise terms (including, but not limited to property type and specification) and enter into contract with Arkwood Developments Ltd. for the purchase of 20 x S106 properties on the terms set out in exempt Appendix 1; and

c) approve that the Capital programme for Phase 6 of the new build programme is increased by £200,000 to £11,150,000 financed as shown in the table at 3.3 of the report.

Reasons for Decision
This recommendation aligns with the Council's ambition to increase the supply of housing, in particular decent homes that residents can afford to buy and rent, as well as improving housing standards.

The recommendation also supports the Councils Commercial Strategy 2022-26 through the support of its Arm's Length Development Company.

Options Considered
The alternative option is to not purchase the S106 properties from Arkwood Developments Ltd. This alternative has been discounted further to the rationale set out in the business case, section two of this report.

Meeting closed at 7.20 pm.

Chair

NEWARK & SHERWOOD DISTRICT COUNCIL

Report to:	Cabinet Meeting - 11 November 2025
Portfolio Holder:	Councillor Paul Peacock, Strategy, Performance & Finance
Director Lead:	Sanjiv Kohli, Deputy Chief Executive & Director - Resources
Lead Officer:	Nick Wilson, Business Manager - Financial Services, Ext. 5317 Phil Ward, Business Manager – Revenues & Benefits, Ext. 5347

Report Summary	
Type of Report	Open Report, Non-Key Decision
Report Title	Localised Council Tax Support Scheme 2026/27
Purpose of Report	To confirm the continuation of the Localised Council Tax Support Scheme for 2026/27 with minor changes in accordance with the annual uprating amounts applied by the Department for Works and Pensions.
Recommendations	That Cabinet recommends to Full Council the uprating of the applicable amounts, premiums, state benefits and disregard criteria in accordance with the annual uprating amounts applied by the Department for Works & Pensions (DWP); whilst continuing the current Localised Council Tax Support Scheme for 2026/27 financial year.
Alternative Options Considered	An alternative option would be to increase the maximum award of 80% - the cost of doing this has been considered within the financial implications section in the report.
Reason for Recommendations	To ensure the Council discharges its responsibilities to agree its Council Tax Support scheme by 31 January 2026.

1.0 Background

1.1 As part of the 2012 Welfare Reform Act the national Council Tax Benefit scheme was abolished and in accordance with the Local Government Act 2013 local authorities were required to introduce Localised Council Tax Support schemes from 1 April 2013.

1.2 Government funding for the new schemes was reduced by approximately 10%, for Newark & Sherwood claimants and this amounted to around £1m.

1.3 Support for Council Tax is now offered as reductions within the council tax system with claimants of state pension age receiving a discount of up to 100% thereby ensuring that they receive no reduction in support as a direct result of the reform.

1.4 Localisation provided local authorities with the flexibility to design Council Tax Support schemes for working age claimants taking into account the needs of vulnerable groups and the importance of supporting work incentives. Our current scheme provides the following:

a) A maximum award of 80% of the liability that Council Tax Support would cover for properties in Bands A and B.
b) A maximum award of the liability that Council Tax Support would cover equivalent to a council tax band A charge for properties in Bands C to H.
c) No entitlement to Council Tax Support where claimants have in excess of £16,000 in capital.
d) A work incentive entitlement that maintains the current rate of council tax support for six weeks when moving into employment.
e) Providing additional support to vulnerable groups by applying the annual uprating of income and disregard criteria in accordance with the annual uprating amounts applied by the Department for Works and Pensions.

2.0 <u>Proposal</u>

2.1 Council Tax Support is calculated by comparing the claimant's earned weekly income and notional capital to the applicable amount. The applicable amount is a notional figure made up of amounts set by the DWP each year and is a measure of someone's basic living requirements.

2.2 Earned income is the average weekly amount you earn after deductions for income tax, national insurance and half of any pension contributions.

2.3 There are two rules regarding notional capital, depending how old you are:

- If you are of working age (aged 18 to below pensionable age), notional income is calculated as £1 for every £250 of capital that you have that is over £6,000. For example, if you have £6,500 of savings, this would equate to £2 per week notional income. This is calculated by disregarding the first £6,000 and taking £1 per week for every £250 remaining (£500).

- If you are of pensionable age, notional income is calculated as £1 for every £500 of capital that you have that is over £10,000. For example, if you have £8,000 of savings, no notional income would be taken into account in the calculation

- If you are in receipt of guaranteed pension credit, no capital is taken into account as notional income.

2.4 The applicable amount is made up of one or more of the following; dependent upon the makeup of the household:

- An amount for the claimant/partner known as a personal allowance.
- An amount for any dependant children – your children's personal allowance.
- An amount for any qualifying premiums such as the disability living premium or carers benefit.

2.5 By comparing the claimant(s) income and capital to the applicable amount a decision can then be made on the amount of any Council Tax Support entitlement.

2.6 This report asks Cabinet to recommend to Full Council uprating the applicable amounts, premiums, state benefits and disregard criteria in accordance with the annual uprating amounts applied by the Department for Works and Pensions (DWP); whilst continuing the current Localised Council Tax Support Scheme for 2026/27 financial year.

2.7 In consideration of the obligation to consider vulnerable groups within the design of our local scheme Child Benefit, War Pensions, Personal Independence Payments, Disability Living Allowance and Attendance Allowance continue to be disregarded as income and the disability premiums are retained to protect families with children and people with disabilities.

2.8 By applying the annual uprating of income and disregards to the 2026/27 scheme the Council will continue to maintain the current level of support to all Council Tax Support claimants and ensure that the scheme continues to benefit the most vulnerable and low -income households using nationally recognised rates of DWP income rather than continuing with the 2025 rates that are being used in the current scheme.

2.9 Should the Council decide not to uprate the income and disregards in line with the annual uprating amounts applied by the DWP, this would then penalise claimants as where their income increases their applicable amount would remain the same as the current year. This would then potentially lead to a reduction in Council Tax support awarded.

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 – FIN25-26/3802

3.1 As at the end of September 2025, the number of working age claimants eligible for Council Tax Support was 3,879 and the number of pensioners eligible for Council Tax Support was 2,806.

3.2 The value of support awarded to date for the 2025/26 year is £7,951,908, in line with the forecast expenditure for the scheme. This would be forecast to increase for 2026/27 but will be dependent on the total Council Tax bill including preceptors, which at the time of writing this report are not available. The implications of an 80% award will be built into the Council Tax base in order to prepare the budget for 2026/27.

3.3 The additional estimated cost of moving to a maximum (working age) award of up to 90% would be approximately £577,000 of which the cost to Newark and Sherwood District Council would be £67,000.

3.4 The additional estimated cost of moving to a maximum (working age) award of 100% would be £1,155,000 of which the cost to Newark and Sherwood District Council would be an additional £133,000.

Legal Implications LEG2526/1591

3.5 All legal implications have been addressed within the report and all financial considerations have been taken into account. The report should be considered at Full Council.

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

Report to:	Cabinet Meeting - 11 November 2025
Portfolio Holders:	Councillor Paul Peacock – Strategy, Performance & Finance Councillor Simon Forde – Climate Change & Environment
Director Lead:	Matt Lamb, Director – Planning & Growth
Lead Officers:	Oliver Scott, Business Manager – Planning Development Nick Law, Biodiversity and Ecology Lead Officer, Ext. 5333

Report Summary	
Type of Report	Open Report, Key Decision
Report Title	Biodiversity Net Gain (BNG) Onsite Monitoring Fees
Purpose of Report	To inform Cabinet of issues arising with current approved fees for monitoring onsite BNG in relation to small developments and to make a recommendation for a temporary relief to cover the interim period before Fees and Charges are set for the 2026-27 financial year.
Recommendations	That Cabinet approves two levels of relief for the existing fees and charges schedule to create two new lower fee levels for monitoring onsite BNG for the remainder of the financial year 2025-26: Tier 1 - £1,033 (inc. VAT); and Tier 2 - £1,722 (inc. VAT).
Alternative Options Considered	Firstly, to take no action, or secondly to address as part of the setting of Fees and Charges for the 2026-27 Financial Year.
Reason for Recommendations	The proposed new fee levels are considered necessary in the light of the experiences with having actual small developments that are subject to mandatory BNG. In line with the Council's values, it is considered important that the Council responds appropriately to its experiences with small developments that are subject to mandatory BNG.

1.0 Background

1.1. This report concerns planning applications where, if planning permission were granted, the general Biodiversity Gain Condition (as set out in Paragraph 13 of Schedule 7A of the Town and Country Planning Act 1990 (as amended) would apply.

1.2. For these applications every grant of planning permission is deemed to have been granted subject to the condition that the biodiversity net gain objective is met. That objective is for the development to provide a measurable increase of at least 10% from the pre-development baseline biodiversity value of the application site.

1.3. The deemed Biodiversity Gain Condition is a pre-commencement condition. Failure to comply constitutes a breach of planning control against which enforcement action can be taken by the local authority.

1.4. The Biodiversity Gain Condition is discharged by the submission of a Biodiversity Gain Plan to the local planning authority and their approval of the plan. The Biodiversity Gain Plan sets out how the biodiversity gain objective (i.e., a measurable biodiversity net gain of ≥10%) will be met.

1.5. The required BNG can be delivered on-site, via purchase of biodiversity units from offsite biodiversity 'habitat banks' that are registered on the Government Biodiversity Gain Sites Register or by purchasing statutory biodiversity credits. It can be delivered for a single development by one or more of these routes.

1.6. The relevant legislation requires that 'significant onsite habitat enhancement' must be subject to a planning condition, section 106 agreement or conservation covenant that requires the habitat enhancement to be maintained for at least 30 years after the development is completed. There will be a need to monitor the delivery of the required 'significant onsite enhancement' so that enforcement action can be taken if necessary.

1.7. Whilst Government guidance gives examples of what might be 'significant onsite enhancement' it does not provide a clear set of criteria. Therefore, in January 2024 NSDC Cabinet approved the adoption of a document that sets out what NSDC considers this to be. This is all post-development onsite habitat types except the following:

- Artificial unvegetated, unsealed surface;
- Built linear features;
- Developed land; sealed surface;
- Unvegetated garden; and
- Vegetated garden.

1.8. With the need for 'significant onsite enhancement' to be monitored for 30 years there is a need to ensure that sufficient resources are available to do this. Consequently, there is a need to charge a monitoring fee, so for the 2024-25 Fees and Charges Document the following set of fees was worked up and subsequently approved by Full Council as part of the Fees and Charges Document. Then for the 2025-26 Fees and Charges Document these were increased by circa. 3.5% for inflation. More detail as to how these fees were calculated is provided in **Appendix A**.

Development Category	TOTAL (inc. V.A.T.)	
	2024-25 Fees & Charges	2025-26 Fees & Charges
>10 ha	£3,420	£3,520
more than 5 and up to 10ha	£3,325	£3,425
more than 1ha and up to 5ha	£3,040	£3,130
<1ha	£2,945	£3,050

1.9. Because of the lead-in time needed to produce the Fees and Charges Document and for Full Council to approve these in advance of the start of the financial year, the initial fees had to be worked up in the late autumn/early winter period of 2023 in anticipation of mandatory BNG commencing in early 2024. For major applications this commenced in February 2024 and for all other applications in April 2024. By the time we got to the next cycle of preparing Fees and Charges in autumn/winter 2024 we hadn't received many applications that were subject to mandatory BNG and which had progressed through the decision-making process sufficiently to be at the stage of considering monitoring before the 2025 fees had been fixed. Therefore, the bulk of our BNG applications have come in since fees and charges for 2025-26 had to be set.

1.10. Since then, with the experience of seeing what the onsite element would involve, particularly for small sites less than 1ha, it has become apparent that for many applications the current monitoring fee is disproportionately too high. This is reflected in the numerous negative comments from applicants and their agents.

2.0 <u>Proposal/Details of Options Considered</u>

Do Nothing Option

2.1. It is considered that to do nothing and to retain the current fees for certain development proposals runs a high risk of increasing complaints and a potential challenge to NSDC's adopted position as to what constitutes 'significant onsite enhancement'. To not respond positively to the current situation would be contrary to many of the Council's values, particularly 'Commercial and business-like', 'Professional and trustworthy' and 'Welcoming and responsive'.

To address the situation as part of the process for determining Fees and Charges for 2026-27

2.2. Whilst this might seem the most logical option, there is concern given the number of applications that this will affect before those charges came into force in April 2026.

2.3. Also, this has highlighted the need to undertake a more in-depth review of the fees for the larger and more complicated developments.

2.4. Alongside this, the Ecology Team consider that it is probably timely to evaluate the adopted approach regarding 'significant on-site enhancement' but to do this alongside the process of reviewing the other fees for the 2026-27 financial year.

2.5. Therefore, it is considered that there is insufficient time to adequately consider these other factors and address what is considered to be the urgency to resolve the current issue.

Preferred Option

2.6. The preferred option is to recommend that Cabinet approve the immediate introduction of a relief against the set fees and charges monitoring of BNG resulting in two new fee levels, that would most likely be appropriate for most applications that are less than 1ha in size. These are summarised in the table below. **Appendix B** and **Appendix C** provide detail and evidence as to how these have been calculated.

Monitoring Level	(Ex. V.A.T.)	(inc. V.A.T.)
Tier 1	£861	£1,033
Tier 2	£1,435	£1,722

2.7. The criteria for a Tier 1 application are as follows:
"Will apply where the entire onsite element of BNG is formed by habitats that either have a pre-set habitat condition within the Statutory Biodiversity Metric, or where the target habitat condition is 'poor'."

2.8. The criteria for a Tier 2 application are as follows:
"Will apply to any sub-1hectare development that does not meet the Tier 1 criteria."

2.9 For the avoidance of doubt the new Tier 1 and 2 categories, should they be approved, will replace the current under 1ha tier.

3.0 **<u>Implications</u>**
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.

<u>Financial Implications - FIN25-26/4803</u>

3.1 This report proposes the introduction of two new fee tiers for monitoring onsite Biodiversity Net Gain (BNG) associated with small-scale developments. Currently, the lowest applicable fee for developments under 1 hectare, as outlined in the 2025/26 Fees and Charges schedule, is £3,050 (inclusive of VAT). As detailed in paragraph 2.6, the proposed new structure introduces a Tier 1 fee of £1,033 (inc. VAT) and a Tier 2 fee of £1,722 (inc. VAT), both applicable to developments under 1 hectare.

3.2. Paragraph 2.7 outlines the criteria for developments qualifying for the Tier 1 fee and the Tier 2 fee.

3.3. To date, in the current financial year, a total of £8,837 has been received across three applications under the existing fee structure. Of these, two applications relate to developments exceeding 5 hectares and would not be impacted by the proposed changes. The third application, which falls under the sub-1-hectare category, could potentially be affected. However, it is currently anticipated that any changes to the fee structure will not be applied retrospectively. Therefore, no budgetary shortfall is expected within the current financial year should the revised charges be implemented immediately.

3.4. The revised fees will be incorporated into the budget-setting process for the 2026/27 financial year and beyond.

Legal Implications - LEG2526/248

3.5. Cabinet is the appropriate body to consider the content of this report as this being dealt with as a relief from the approved fees and charges where applications satisfy set criteria.

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.

Town and Country Planning Act 1990

Search the biodiversity gain sites register - GOV.UK

https://www.newark-sherwooddc.gov.uk/media/nsdc-redesign/documents-and-images/your-council/planning-policy/other-planning-policy-information/biodiversity-and-landscape/Mandatory-Biodiversity-Net-Gain---Significant-On-site-Enhancement.pdf

APPENDIX A – Calculation of onsite biodiversity net gain (BNG) monitoring fees for 2024-25 financial year

	Services Provided											
Development Category	**Site visit (inc. prep and travel) (hrs)**	**Cost**	**Document review (hrs)**	**Cost**	**Meetings (hrs)**	**Cost**	**Misc comms (hrs)**	**Cost**	**Physical Monitoring Cost - 5 occasions**	**Annual Monitoring (Report Check) - 25 occasions, 1.5 hours each**	**Cost**	**TOTAL**
>10 ha	5	£475.00	10	£950.00	3	£285.00	3	£285.00	£2,375.00	2,375.00	£2,375.00	**£3,420.00**
more than 5 and up to 10ha	4	£380.00	8	£760.00	3	£285.00	3	£285.00	£1,900.00	2,375.00	£2,375.00	**£3,325.00**
more than 1 and up to 5ha	3	£285.00	6	£570.00	2	£190.00	2	£190.00	£1,425.00	2,375.00	£2,375.00	**£3,040.00**
<1ha	2	£190.00	6	£570.00	2	£190.00	2	£190.00	£950.00	2,375.00	£2,375.00	**£2,945.00**
Calculated using an Officer charge out rate of £95/hr												

Tier 1 Monitoring Fee

nickla:
Criteria: Will apply where the entire onsite element of BNG is formed by habitats that either have a pre-set habitat condition within the Statutory Biodiversity Metric, or where the target habitat condition is 'poor'

- Cells that need to be reviewed and/or edited to reflect your local context
- Cells contain assumptions that you can change if you want to do so

Inputs

Habitat monitoring

Employee 1 — Senior Ecologist

Time required (monitoring year)	# Hrs	1.5
Time required (non-monitoring year)	# Hrs	0
Employee gross salary	£	44711
Full cost to LPA		55,889

Employee 2 — Other ecologist

Time required (monitoring year)	# Hrs	0
Time required (non-monitoring year)	# Hrs	0
Employee gross salary	£	0
Full cost to LPA		0

nickla:
It is envisaged that the Ecology Team would operate regional 'monitoring days' when multiple short site visits could be undertaken to minimise travelling time and costs. Average return journey time for single visits is 30 minutes. Most simple monitoring should take no longer than 30 minutes on site. 30 minutes allowance for admin pre and post site visit.

nickla:
It is likely that a less experienced, possibly early career, ecologist on a lower salary grade could be trained to undertake much of this work so there are potential cost savings there.

Employee 3 — Planning Officer

Time required (monitoring year)	# Hrs	0
Time required (non-monitoring year)	# Hrs	0
Employee gross salary	£	0
Full cost to LPA		0

Employee 4 — Other

Time required (monitoring year)	# Hrs	0
Time required (non-monitoring year)	# Hrs	0
Employee gross salary	£	0
Full cost to LPA		0

Consultant

Time required (monitoring year)	# Hrs	0
Time required (non-monitoring year)	# Hrs	0
Consultant hourly fee	£	0

nickla:
For most small developments there is likely to be a need to visit once during Year 1-3 to make sure that initial habitat creation and/or enhancement works have been undertaken correctly, then monitoring every 5 years thereafter.

Percentage of overhead LPA needs to pay per employee	25%	*This includes costs associated with pensions, national insurance, computer equipment, management time, etc*
Working hours per year	1,650	*Based on 220 working days per year, with 7.5 hours work per day*
Inflation rate	5%	*CPI 12-month rate was 7.3% to June 2023. Long-term inflation is difficult to forecast but Verna's house view is that, given significant uncertainty, LPAs should assume a higher rather than lower inflation rate to avoid the risk of a deficit*
Additional cost to LPA per site (£)	0	*This should cover any additional costs to the LPA included in monitoring across the full 30 years of monitoring the site. This might include costs related to site visits, software subscriptions, training for colleagues, etc. Some of these costs (e.g. subscriptions) would likely be spread across all sites being monitored*

Monitoring years

Monitoring years

Typical monitoring years are 2,3,5,10,15,20,25,30

Year	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Does monitoring take place in this year?	No	**Yes**	No	No	No	No	**Yes**	No	No	No	No	**Yes**	No	No	No	No

Year	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
Does monitoring take place in this year?	**Yes**	No	No	No	No	**Yes**	No	No	No	No	**Yes**	No	No	No	**Yes**

In addition to habitat monitoring, LPAs will need to assess the management plan and many will then review progress reports on these plans in each of the first 5 years. LPAs may then choose to repeat this process (with an updated management plan that required annual progress reviews) in subsequent years as well. We recommend that LPAs assign 10%-20% of the cost of habitat monitoring to this activity

Management plan

As well as Habitat Monitoring, LPAs will also need to assess management plans at assessment stage and then updates to this plan at intervals across the 30 years (e.g. every 5 years). This line calculates the cost of this as a % of the total monitoring charge — 0%

Outputs

Cost to LPA

Habitat monitoring	£861	
Management plan	£0	
Total	**£861**	*This is the amount in today's money required to cover costs over 30 years, taking into account inflation and assuming a single upfront payment*
Total including 20% VAT	**£1,033.24**	

verna

Tier 2 Monitoring Fee

nickla:
Will apply to any sub-1hectare development that does not meet the Tier 1 criteria.

- Cells that need to be reviewed and/or edited to reflect your local context
- Cells contain assumptions that you can change if you want to do so

Inputs

Habitat monitoring

nickla:
It is envisaged that the Ecology Team would operate regional 'monitoring days' when multiple short site visits could be undertaken to minimise travelling time and costs. Average return journey time for single visits is 30 minutes. Most simple monitoring should take no longer than 30 minutes on site. For these Tier 2 applications it is expected that monitoring will require the applicant to engage the services of an ecologist to commission monitoring reports which will have to be reviewed and commented on. This has been allowed for under the 'Management Plan' section but it is anticipated that there will be an additional 0.5hrs associated admin to the 0.5hrs allocated for admin for the 'lower tier',

Employee 1

Senior Ecologist		
Time required (monitoring year)	# Hrs	2
Time required (non-monitoring year)	# Hrs	0
Employee gross salary	£	44711
Full cost to LPA		55,889

Employee 2

Other ecologist		
Time required (monitoring year)	# Hrs	0
Time required (non-monitoring year)	# Hrs	0
Employee gross salary	£	0
Full cost to LPA		0

Employee 3

Planning Officer		
Time required (monitoring year)	# Hrs	0
Time required (non-monitoring year)	# Hrs	0
Employee gross salary	£	0
Full cost to LPA		0

Employee 4

Other		
Time required (monitoring year)	# Hrs	0
Time required (non-monitoring year)	# Hrs	0
Employee gross salary	£	0
Full cost to LPA		0

Consultant

Time required (monitoring year)	# Hrs	0
Time required (non-monitoring year)	# Hrs	0
Consultant hourly fee	£	0

Percentage of overhead LPA needs to pay per employee	25%	*This includes costs associated with pensions, national insurance, computer equipment, management time, etc*
Working hours per year	1,650	*Based on 220 working days per year, with 7.5 hours work per day*
Inflation rate	5%	*CPI 12-month rate was 7.3% to June 2023. Long-term inflation is difficult to forecast but Verna's house view is that, given significant uncertainty, LPAs should assume a higher rather than lower inflation rate to avoid the risk of a deficit*
Additional cost to LPA per site (£)	0	*This should cover any additional costs to the LPA included in monitoring across the full 30 years of monitoring the site. This might include costs related to site visits, software subscriptions, training for colleagues, etc. Some of these costs (e.g. subscriptions) would likely be spread across all sites being monitored*

nickla:
For most small developments there is likely to be a need to visit once during Year 1-3 to make sure that initial habitat creation and/or enhancement works have been undertaken correctly, then monitoring every 5 years thereafter.

Monitoring years

Monitoring years

Typical monitoring years are 2,3,5,10,15,20,25,30

Year	0	1	2	3	4	5	6	7	8	9	10
Does monitoring take place in this year?	No	**Yes**	No	No	No	No	**Yes**	No	No	No	No

Year	11	12	13	14	15	16	17	18	19	20
Does monitoring take place in this year?	**Yes**	No	No	No	No	**Yes**	No	No	No	No

Year	21	22	23	24	25	26	27	28	29	30
Does monitoring take place in this year?	**Yes**	No	No	No	No	**Yes**	No	No	No	**Yes**

Management plan

As well as Habitat Monitoring, LPAs will also need to assess management plans at assessment stage and then updates to this plan at intervals across the 30 years (e.g. every 5 years). This line calculates the cost of this as a % of the total monitoring charge — 25%

In addition to habitat monitoring, LPAs will need to assess the management plan and many will then review progress reports on these plans in each of the first 5 years. LPAs may then choose to repeat this process (with an updated management plan that required annual progress reviews) in subsequent years as well. We recommend that LPAs assign 10%-20% of the cost of habitat monitoring to this activity

Outputs

Cost to LPA

Habitat monitoring	£1,148	
Management plan	£287	
Total	**£1,435**	*This is the amount in today's money required to cover costs over 30 years, taking into account inflation and assuming a single upfront payment*
Total including 20% VAT	**£1,722.07**	

NEWARK & SHERWOOD
DISTRICT COUNCIL

Report to: Cabinet Meeting - 11 November 2025

Portfolio Holders: Councillor Paul Peacock, Strategy, Performance & Finance
Councillor Claire Penny, Sustainable Economic Development
Councillor Paul Taylor, Public Protection and Community Relations

Director Leads: Matt Lamb, Director - Planning & Growth
Matthew Finch, Director - Communities & Environment

Lead Officers: Lisa Ingram, Principal Legal Officer, Ext. 5568
Richard Marshall, Senior Planner (Enforcement), Ext. 5801

Report Summary	
Type of Report	Open Report, Non-Key Decision
Report Title	Purchase, Operation and Training for a Newark & Sherwood District Council Drone Asset
Purpose of Report	To present the case for the purchase of a drone asset, principally for use of NSDC, but with the potential to offer support to other public sector organisations. Appropriate training across the organisation is also requested.
Recommendations	That Cabinet approve: a) the adoption of a Drone Usage Policy as detailed at Appendix A of the report, with delegated authority being given to the relevant Directors to make necessary amendments to improve operational effectiveness within the first 12 months of its adoption; b) the purchase and use of drone assets, primarily for use by NSDC in discharge of its relevant duties and services; c) the training of Senior Responsible Officers for the deployment and maintenance of drone asset(s) across the Council; and d) the creation of a fee schedule, to be reported to a future Cabinet, to allow NSDC to support other local authorities and public bodies.
Alternative Options Considered	The Council could continue to procure drone support on an ad-hoc basis or seek a more permanent formal arrangement with the commercial market. Both routes would be more costly. Moreover, an NSDC owned and controlled asset will increase resiliency in terms of immediate availability alongside growing staff skills and competencies in this field.

Reason for Recommendations	The recommendations align with most of the Community Plan objectives. As set out in the report, this presents a cost-effective way to responsibly best utilise available technology.

1.0 Background

1.1 Awareness of the availability and use of drone technology across many sectors has grown in recent years. Members will be aware the Council has used this technology in a range of circumstances, including tourism promotion, events (such as the Tour of Britain), regeneration consultation, overt enforcement activity, and recoding for emergency events such as flooding.

1.2 It is widely recognised that drones can help Council's save on time and costs across a variety of its services. This broadly falls into two categories – investigatory activity and promotional activity. In the case of the former, drones can assist with the Council's statutory obligations such as in the areas of planning and environmental crime for example. The latter includes events and our cultural assets such as Newark Castle or Sherwood Forest. Bradford Council is an example of an authority who deploy drones to document development activities, investigate dangerous structures, and create 3D digital models. They report that aerial imagery provides records of a site's condition and operations, enabling enforcement teams to assess compliance.

1.3 Drone technology is currently commissioned on an as-and-when-needed basis by individual business units from the private market. This obviously means the market dictates matters of price and availability. The need to procure drones is increasing, particularly in the regulatory space. The ability to utilise drones for asset management (roof maintenance), promotion (our parks and heritage offers), and communications (showing regeneration transformations) is also growing. It is considered there is now sufficient demand and benefits to develop an NSDC drone resource. Such a resource would need to be accompanied by appropriate governance and deployment arrangements in the form of a NSDC Drone Policy.

2.0 Proposal/Details of Options Considered

2.1 As detailed above NSDC is increasingly reliant on commissioning drone technology, at a cost of just under £6000 within the last 12 months. It is considered that an in-house resource would increase availability, responsiveness, and be more cost-effective moving forward. It is therefore recommended that the Council purchases a drone, primarily to support Council business in the first instance, but also eventually to grow an asset resource and in-house expertise to aid other public bodies.

Ensuring the Technology is Used Appropriately

2.2 It is critical that the circumstances when the Council will deploy drone technology are properly understood and safely and transparently managed, especially within the regulatory and investigatory space. To that end Cabinet are asked to endorse an NSDC Drone Policy to cover the use of 'Unmanned Aerial Vehicle' (UAV) operations.

2.3 The Policy makes clear that in the context of regulatory deployment the drones will only be used for overt operations as part of a justified and recorded investigatory process. The Drone Policy will not override the ongoing need to follow other due legal processes such as the Regulatory of Investigatory Powers Act 2020 (RIPA).

2.4 The Policy will apply to all NSDC staff that use Unmanned Aerial Vehicles (UAVs) on behalf of the Authority, including on NSDC sites. The purpose of the Policy is to ensure that all drone flights only take place when necessary and justified including associated training, risk assessment and operations manual procedures (as endorsed by the Civil Aviation Authority).

2.5 In order to maintain privacy and data protection, the Policy proposes that the operator and a qualified team will ensure that:

- drone recordings are stored securely on a cloud based storage system.
- Any recording that is not relevant to the purpose of the flight will be securely destroyed

Costs

2.6 The capital costs of to purchase and operate an appropriate drone asset are detailed below, including appropriate training at advanced and operational levels across an Officer cohort.

Purchase	Initial Cost	First Year Cost	Second Year Cost
Drone + accessories (memory card and carry case)	£1300	£1,300	N/A
Training (SPoC) - CAA General Visual Line of Sight (GVC) Course (incl. Practical Flight Training)	£1295	£1,295	N/A
Training - A2 Certificate of Competence Course	£325 per officer	£650	£650
Operator ID	£11.79 per operator	£36	£36
Total		£3,281	£686

2.7 An initial budget of £3,300 is therefore sought, with an additional £690 to be added to the 26/27 budget.

2.8 In addition to an initial and annual costs set out above, Repair and Renewal costs are requested for the ongoing maintenance of the asset. Insurance costs are also factored into ongoing management to ensure that the Council has adequate cover.

Supporting Other Public Bodies

2.9 Once the drone asset has been acquired and Officer training is complete, it is anticipated that the deployment and operation of the asset could be offered to partner Agencies and Authorities. A number of authorities have already expressed an interest, including the Police. A fee schedule for Drones will be provided as part of the setting of fees and charges for the Council as part of the budget setting process at Cabinet.

3.0 Alternative Options Considered

3.1 The District Council could continue to utilise the private market for drone support as and when required. As detailed above, this is not cost effective and compromises responsiveness and availability. An in-house resource will allow the Council to be more response, pro-active and cost effective.

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.

Financial Implications – FIN25-26/766

4.1 Over the previous 12 months the Council has spent circa £5,800 with suppliers in order to collect drone footage. Should the proposal to purchase and train officers be approved, this would then save the Council circa £2,519 based on the cost of £3,281 from the table at para 2.14 above in the first year of purchase.

4.2 The £3,281 can be funded from existing budgets within the General Fund. The Planning Directorate is currently forecasting a £0.018m favourable variance to the 31st March and hence can be funded from here. The additional £690 will need to be added to the 26/27 budget.

4.3 Where appropriate the Council will charge other Local Authorities for use of the drone. This will be windfall income where and when appropriate.

ICT implications

4.4 To enable drone operations, ICT & Digital Services will configure operators' laptops and PCs to allow SD card use by exempting them from BitLocker encryption. While necessary, this reduces security controls—data on SD cards and any subsequently connected USB devices may remain unencrypted and vulnerable if lost or stolen. Secure data handling by operators is essential.

4.5 Drone footage will increase data stored on the council's Storage Area Network (SAN), requiring proactive capacity planning and transfer management. A cloud storage solution may offer a more scalable alternative.

4.6 A DPIA will be produced to ensure controls are adequate and for compliance with UK GDPR and Data Protection.

HR and Equalities Implications

4.7 Consideration is given to the protected characteristics of all people/groups identified in the Equality Act 2010.

The protected characteristics are:

- gender
- age
- race
- disability
- sexual orientation
- religion/belief
- pregnancy and maternity
- marriage/civil partnership

4.8 The Council recognises the need for specific measures to ensure the health and safety of each of these groups. This policy and all other associated Health and Safety related policies take this into account.

Legal Implications – LEG2526/2828

4.9 All legal implications have been addressed within the report and best practise, and legal parameters are clearly set out in the policy proposed. The policy should be referred to Governance, General Purposes and LGR committee for noting.

Data Protection

4.10 Images and footage captured by a drone are subject to the Data Protection Act 2018 and the articles of the Human Rights Act regarding the right to privacy.

Digital and Cyber Security

4.11 Images and footage captured by a drone are subject to the Data Protection Act 2018 and the articles of the Human Rights Act regarding the right to privacy.

Human Rights

4.12 There is no doubt that some of the usage of the Drone will be classified as surveillance. The issue will be whether the usage is covert or overt surveillance and the necessary authorities would need to be in place for such activity.

4.13 Any surveillance by a public authority is governed by strict legislation; this is in the form of the Regulation of Investigatory Powers Act 2000 known as RIPA which ensures compliance with the ECHR 2000. Local Authorities are further governed by new legislation with the Protection of Freedoms Act 2012.

4.14 All Surveillance is further over seen by the Office of the Surveillance Commissioner (OSC) who publishes a guidance document which should be followed by Local Authorities (LA) who conduct surveillance operations. They make inspections of records kept by LA's every 3 years.

4.15 RIPA describes surveillance as being any surveillance which is carried out in a manner calculated to ensure that the persons subject to that surveillance are unaware that it is or may be taking place, as in Section 26 (9)(A) of the RIPA 2000.

4.16 There is no doubt that the usage will be overt, and not covert. Drone operators will be wearing high visibility jackets and will carry identity badges to show that they are from Newark and Sherwood District Council.

4.17 This can be further enhanced by advising all subjects of investigations, or applicants for planning permission, that we operate drones and that we use them for the purposes of viewing developments, sites and for monitoring and investigation of possible or alleged breaches of planning control and/or regulations.

4.18 Collateral intrusion or third-party information that is obtained but is not necessary has to be immediately disregarded and removed from the investigation. Private information is very strictly controlled and is known as collateral intrusion or third-party information. Any such information that is obtained during the surveillance could be construed as being intrusive. Legislation strictly forbids any Local Authority from conducting intrusive surveillance.

4.19 Any such breaches would have to be reported to the Office of Surveillance Commissioner and the authority that had been granted would have to be reviewed and reconsidered.

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 and Sherwood District Council

Unmanned Aerial Vehicle Usage Policy

CONTENTS

1.0 Background

1.1 Drones (also referred to as Unmanned Aerial Vehicles or UAVs) are machines that are remotely controlled by a person on the ground. Typically, they are used to obtain video footage of land or property but may also have other uses. Drones have the potential to provide valuable advantages when carrying out Council operations. 2.

1.2 There will be a Senior Responsible Owner (SRO) and Single Point of Contact (SPoC) for Drone use on behalf of the Council, but with acknowledgement that various business units/directorates will look to utilise the drone resource when required.

2.0 Purpose of Policy

2.1 The purpose of this policy is to ensure that any drone operation undertaken by Newark and Sherwood District Council (NSDC) is carried out safely and in accordance with regulatory requirements.

2.2 The purpose of this policy is to ensure that Unmanned Aerial Vehicle operation, associated with Newark and Sherwood District Council, is carried out safely and in accordance with regulatory requirements.

2.3 For sites where access is restricted, drones can be safely deployed near the site and can record the activities/operations being undertaken. This will greatly reduce the risk to staff when dealing with confrontational individuals or on inaccessible/remote or largescale sites and will allow Officers to make better informed decisions on how to proceed with their cases. The use of a drone where a potential vexatious complainant is involved could be a very useful asset.

2.4 This Policy should also be read in conjunction with Councils Corporate Enforcement policy.

3.0 Scope

3.1 This Policy applies to all NSDC services and staff considering making use of a drone on behalf of the Council. This also includes employing a third party to operate a drone on the Council's behalf.

3.2 It covers all use of drones on NSDC sites, and any NSDC use of drones on sites owned by an external party, indoors or outdoors.

3.3 It does not cover use of drones by third party organisations on Council land, unless that third party has been employed by the Council to fly a drone on NSDC's behalf.

4.0 Principles and Commitments

4.1 The Council is committed to ensuring that the use of drones is necessary, proportionate and safe.

4.2 Any member of staff considering the use of drones will read and familiarise with this document and its requirements.

4.3 The decision to make use of a drone will be made at a senior level (Business Manager or above).

4.4 There will be a designated Senior Responsible Owner (SRO) and Single Point of Contact (SPoC) for Drone use.

5.0 <u>Basic Requirements</u>

5.1 All operation of drones must be in line with Civil Aviation Authority (CAA) requirements and in accordance with the Drone and Model Aircraft Code.

5.2 Drones must only be operated by a trained, qualified and registered drone pilot. This may be an NSDC member of staff, or an external individual hired by NSDC.

5.3 Before any operation of drones commences, NSDC must review whether permission from the CAA is required and make an application if required. Whether permission is needed will depend on the proposed use of the drone and will be managed by the SPoC for the Council. (For more details, see the CAA page on permission for commercial operations).

5.4 Each individual flight will be logged by the SPoC (or their nominee), recording the time, location, pilot and business area responsible.

Considerations before using a drone

5.5 All staff considering making use of a drone in order to support NSDC activities must consider the questions below:

- What will the drone be used for?
- What benefits are there to making use of a drone?
- Are there any other ways of achieving the same outcomes and, if so, why they aren't they being used?
- How often will the drone be used?
- Will the drone be used to capture identifiable images of individuals?
- Will the drone be used for overt or covert surveillance of individuals?

5.6 Any third parties contracted to provide drone services must be made aware of this policy and confirm that their own policy's meet the Council's standards.

5.7 All staff considering using a drone must contact the SPoC (or their nominee) who will assist in assessing the need for a drone and ensuring all legislative requirements are met prior to its use.

5.8 Before commencing the use of a drone, a risk assessment must be completed and reviewed by the SPoC (or their nominee).

5.9 It is proposed to have a generic Data Protection Impact Assessment (DPIA) for instances where the drone surveillance will be overt and for instances where the drone will be used to capture images of land and its use/ condition. The generic DPIA will be reviewed on an annual basis and updated to meet current legislation and practice. In instances where images may/ wIll be captured of individuals, a separate DPIA will be required (and potentially RIPA authorisation) which must be completed before any images are captured.

5.10 Further, if the use of a drone will have a high likelihood that personal data will be captured in passing, or operations will be covert, then advice must be sought from the Information Governance Team. The response from the Information Governance Team must then be submitted to the SPoC alongside the risk assessment. This provides the opportunity to determine whether a DPIA is required on a case by case basis in instances where the intention or the use is to capture images of certain people or an individual.

Health and Safety

5.11 Appropriate health and safety policies must be followed at all times when making use of drones. A risk assessment must be undertaken each time a drone is used at a site for the first time.

Before use:

a) All drone operations should be treated as hazardous work. A risk assessment should be carried out before commencing use of a drone;
b) Drones must only be operated by a CAA permitted pilot/organisation, with all relevant qualifications and training.
c) Permission of the property owner/manager must be obtained before a drone is operated on private land/property. This includes NSDC owned property.

During use:

d) The person in charge of the drone may only fly it if reasonably satisfied the flight can safely be made.
e) They must maintain direct, unaided visual contact with the drone at all times, sufficient to monitor its flight path in order to avoid collisions.
f) The person in charge of the drone must not recklessly or negligently cause or permit an aircraft to endanger any person or property.

5.12 Further restrictions will apply depending on the class of drone in use and the purposes for which it should be used. Advice on this must be sought from the SPoC (or their nominee) during the planning stages.

Privacy and data protection

5.13 Images and footage captured by a drone are subject to the Data Protection Act 2018, the articles of the Human Rights Act regarding the right to privacy and the Surveillance Camera Code of Practice issued by the Biometric and Surveillance Camera Commissioner.

5.14 Where possible and appropriate, individuals who may be affected should be informed that drone filming is to take place. This could be done by:

- Signage indicating a drone is in use, clearly labelled as belonging to NSDC
- Operators wearing high visibility clothing or uniform indication that they are operating a drone and are working on NSDC's behalf
- In some cases, it may be appropriate to notify individuals in advance that a drone will be used – for example, informing attendees at an event that drone filming is planned at a particular time

5.15 If a drone is to be used for any purposes which would qualify as covert surveillance – that is, monitoring the activity of individuals without notifying PUBLIC them that they are being monitored – this must be done in accordance with the Regulation of Investigatory Powers Act (RIPA). The NSDC policy on covert surveillance must be followed, which will include applying to a magistrates court for authorisation. Legal advice must be sought prior to undertaking any covert surveillance by whatever means.

5.16 Drone footage will be subject to access to information rights under the Data Protection Act 2018 (DPA 18) and/or the Freedom of Information Act 2000 (FOIA). The Council's CCTV Policy contains sections on Viewing of Images and Provision of Evidence and Third Party Access Requests and this should be referred to in the first instance if requests for drone generated video footage are received.

Risk and Insurance

5.17 Given the nature of drone use, insurance is likely to be an essential part of risk management. It will provide financial compensation if the safety management system has failed to prevent an accident or incident which results in loss or harm to people or property.

5.18 Risk and Insurance have taken out a general policy covering all use of drones by NSDC. Proposals to use drones for purposes not covered by the insurance policy will not be approved.

Roles and Responsibilities

5.19 All Council staff considering the use of drones, using drones or authorising the use of drones, must comply with this Policy.

5.20 Managers and supervisors are responsible for ensuring all considerations outlined in this Policy have been taken account of before commencing use of a drone, and for ensuring the safe and lawful use of the drone once in operation.

5.21 The Senior Responsible Owner (SRO) for the use of drones will be appointed. Their role will be more strategic in nature and will include:

- Ensuring compliance with this Policy.

- Periodically (at least every two years), reviewing this Policy to ensure that it remains fit for purpose and in line with legislative developments and good practice.
- Appointing a Single Point of Contact to support them in their duties.

5.22 The Single Point of Contact (SPOC) for the use of drones will be appointed by the Senior Responsible Owner. Their role will be more operational in nature and will include:

a. Providing advice, support and guidance around the use of drones in compliance with this Policy (including an up-to-date intranet page).
b. Maintaining all documentation required to evidence the safe and compliant use of drones by the Council in accordance with this Policy.
c. Maintaining records of all drone flights in accordance with CAA requirements.
d. Liaising with other services where required to ensure that drone use is appropriately considered and pre-authorised (e.g. with Health and Safety, Information Governance etc)
e. Supporting the Senior Responsible Owner for drone use in their role.
f. Acting as the main point of contact for drone use in the Council.

5.23 Information Governance will provide advice on compliant use of drones within the context of ensuring any processing of personal data is lawful under the Data Protection Act and Human Rights Act.

5.24 Legal Services will provide advice on compliant use of drones within the context of the RIPA and covert surveillance.

5.25 Health and Safety will provide advice on undertaking appropriate health and safety risk assessments prior to drone use.

5.26 Duties assigned to specific roles referenced in this policy must be carried out as described. Compliance with this Policy

5.27 Wilful or negligent disregard for corporate policies and policys will be investigated and may be treated as a disciplinary matter under the relevant employment policy(s) which could lead to dismissal or the termination of work agreements or service contracts.

Monitoring of this Policy

5.28 The Senior Responsible Owner will periodically monitor compliance with this policy. It may also be the subject of internal audits.

5.29 The Data Protection Officer (or their nominee) may periodically monitor compliance with the IG elements.

Review of this policy

5.30 This policy will be periodically reviewed by the Senior Responsible Owner (SRO) for the use of drones (or their nominee) who will revise it in line with learning arising from its implementation (particularly any experience gained from the use of drones).

5.31 Beyond that, the policy will be monitored and reviewed every two years in line with legislation and codes of good practice.

Advice, Support & Further Information

5.32 Further information relating to this Policy can be obtained from:

Senior Responsible Officer (SRO):
Single Point of Contact (SPoC):

5.33 Further reading and supporting information:

Title (as hypertext link) and publication date	**Author**
https://register-drones.caa.co.uk/drone-code	Civil Aviation Authority
https://www.caa.co.uk/Commercial-industry/Aircraft/Unmanned-aircraft/Small-drones/Regulations-relating-to-the-commercial-use-of-small-drones/	Civil Aviation Authority
https://ico.org.uk/your-data-matters/drones/	Information Commissioner's Office
https://www.nottinghamshire.police.uk/advice/drone-law-uk	Nottinghamshire Police

NEWARK & SHERWOOD DISTRICT COUNCIL

Report to: Cabinet Meeting - 11 November 2025

Portfolio Holder: Councillor Claire Penny - Sustainable Economic Development

Director Lead(s): Sanjiv Kohli, Deputy Chief Executive, Section 151 Officer and Director – Resources
Matt Lamb - Director - Planning & Growth

Lead Officer(s): Neil Cuttell, Business Manager - Economic Growth & Visitor Economy, Ext. 5853
Sarah Husselbee - Economic Development Grants & Programmes Manager, Ext. 5802

Report Summary	
Type of Report	Open Report, Key Decision
Report Title	Plan for Neighbourhoods Programme and Local Assurance Framework Update
Purpose of Report	To update Cabinet on the delivery of the Plan for Neighbourhoods programme (now referred to as the Pride in Place Programme) and present key recommendations to enable programme delivery to commence from April 2026. Additionally, to update Cabinet on programme governance processes including a proposed updated Local Assurance Framework required for the Newark Town Board.
Recommendations	That Cabinet: a) note the updates provided in relation to the Plan for Neighbourhoods initiative including the recent name change implemented by the UK Government of the ‘Pride in Place Programme’ (PiPP) and the related role of the Newark Town Board, as set out in section 2.0 of the report; b) note and endorse the Newark Town Board’s PiPP Regeneration Plan for submission to the UK Government by 28 November 2025 (subject to Board and Section 151 Officer approval), comprising a 10-year vision document and four-year indicative investment profile; c) approve the addition of a revenue budget of £1,502,000 and a capital budget of £5,306,000 required for the first four years of the PiPP delivery (2026 to 2030) with individual financial commitments to be approved by the Newark Town Board and the Section 151 Officer. Both budgets remain subject to the council receiving sufficient assurance of funding through a finalised Memorandum of Understanding (MoU) from the UK Government, to be

	approved by the Section 151 Officer, as detailed further in paragraphs 2.5 and 2.6 of the report; and d) approve the proposed Newark Town Board Local Assurance Framework (LAF), as provided in **Appendix 3** of the report and detailed further in paragraphs 2.12 and 2.13.
Alternative Options Considered	The governance and funding arrangements detailed within this report are set by the UK Government throughout the PiPP prospectus. In particular, the council's role as the accountable body for programme funding, with the local Newark Town Board considered the strategic decision makers. The recommendations within this report reflect the arrangements and the funding conditions set by MHCLG.
Reason for Recommendations	The recommendations within this report are necessary to enable the local Newark Town Board to oversee and deliver the PiPP over the next decade through the provision of programme budgets. The proposed Local Assurance Framework will support the council to effectively fulfil its assurance role, clearly defining roles and processes to be followed by the Newark Town Board throughout programme delivery.

1.0 Background

1.1 In March 2025, the UK Government announced the 'Plan for Neighbourhoods' (PfN) scheme, providing up to £19.5m to 75 towns across the UK over the next decade (2026 to 2036). The programme is described as 'a long-term strategy to fix the foundations of those places most left behind and a 10-year plan that unlocks the potential of the places people call home'.

1.2 More recently in September 2025, the scheme was extended to a further 169 communities through the announcement of a second tranche of funding, resulting in a total investment programme worth £5 billion. Alongside the extension of the initiative, the UK Government announced the shift in the programme title from the 'Plan for Neighbourhoods' to instead now be referred to as the 'Pride in Place Programme' (PiPP). This builds on from and reflects the UK Government's wider Pride in Place Strategy, announced alongside the additional funding areas, in September 2025.

1.3 The PiPP is administered by the Ministry of Housing, Communities and Local Government (MHCLG) as the lead UK Government department for the funding. MHCLG recently defined each local PiPP geographical boundary based on the definition of Built-Up Areas (BUA, 2024) as the default approach determining the identified funding area. The agreed boundary builds on from the eligibility metrics used by the UK Government to select the initial 75 towns for funding, including consideration of indices of multiple deprivation and population size, healthy life expectancy, gross value added per hour worked and skill level. A copy of the final approved geographical funding boundary for Newark is provided on page 13, **Appendix 1** of this report. It should be noted that this boundary is different to the version reported in June 2025 and adopted through the previous Long-Term Plans for Towns initiative (LTPT), due to changes in national policy and metrics used to determine all geographical funding boundaries.

2.0 Newark Town Board Regeneration Plan

2.1 As reported to Cabinet in June 2025, all places selected for the PiPP funding must convene local place boards to govern and make key investment decisions relating to the £19.5m investment; applying locally to the Newark Town Board. Each responsible board should work closely with their local authority to build a local 'Regeneration Plan' for their area and submit plans to MHCLG by no later than 28th November 2025 to draw down programme delivery funding from April 2026. Cabinet should note that in accordance with the arrangements set out within the UK Government's prospectus, the board is considered the decision maker for all strategic and investment decisions relating to the local PiPP programme and the owner of the Regeneration Plan.

2.2 The Regeneration Plan, comprises two key elements:

- **10 - year vision** - a publishable document setting out the board's vision for the area and the high-level intended focus through the PiPP investment over the next decade (2026 to 2036).
- **Four - year investment profile** - a profile submitted to MHCLG detailing the board's intended financial commitments for the first four years of programme investment (2026 to 2030).

2.3 Since the announcement of the £19.5m award to Newark in March 2025, the board has discussed and agreed various draft plans and priorities relating to the development of its local PiPP Regeneration Plan. This includes identifying key investment priorities based on the findings of a variety of community consultation and engagement exercises dating from 2020 to 2025. This is complemented by various socio-economic data sets relating to local challenges and circumstances. Additionally, local plans demonstrate alignment to existing key strategies and investments including but not limited to; the 2020 Town Investment Plan, the emerging Newark Masterplan, the Sustainable Economic Growth Strategy and the Newark and Sherwood Community Plan. The board's local PiPP plans will be refined throughout programme delivery, responding to both ongoing project development and iterative engagement to ensure investment decisions continue to reflect local priorities.

2.4 A copy of the latest Newark Town Board Regeneration Plan vision document is provided in **Appendix 1** of this report with the supporting four-year investment profile provided in **Appendix 2** of this report. The Newark Town Board's Regeneration Plan is expected to be submitted to MHCLG by 28 November 2025 and will follow additional engagement with the local MP and the East Midlands Combined County Authority (EMCCA), in accordance with processes defined within the programme prospectus. Prior to submission to government, final plans must be approved by the board, as well as by the council's Section 151 Officer from a compliance and assurance perspective.

2.5 To deliver the local PiPP, a total budget of £6.8m is required to finance programme activities from April 2026 until March 2030, comprising £5,306,000 capital and £1,502,000 revenue (as demonstrated in **Appendix 2**). Both budgets would be funded by incoming PiPP grant and would remain subject to formal confirmation of funds from MHCLG through a finalised Memorandum of Understanding (MoU). The MoU would require approval by the council's Section 151 Officer following a legal review (however recognising that an MoU is not considered a legally binding agreement).

2.6 Cabinet should note that future approval is required from both the Newark Town Board and the council's Section 151 Officer to release individual project/grant scheme budgets for the proposed activity detailed within the four-year profile (2026 to 2030). This will follow ongoing project development and planning over the coming months, recognising that projects/grant schemes within the profile currently remain in their infancy or early development stages.

<u>The Accountable Body Role</u>

2.7 Newark and Sherwood District Council is considered the 'accountable body' for the PiPP and must provide assurance of the £19.5m funds through the Section 151 Officer. This includes ensuring value for money and appropriate use of public funds through the monitoring of decisions and processes, such as ensuring compliance with UK Public Contract Procedure Rules and the UK Subsidy Control Regime. Additional programme management support is provided by the council to monitor the day-to-day delivery of the programme, manage risks and finance, coordinate the board and work closely with MHCLG to ensure local governance and reporting requirements are met.

2.8 Beyond fulfilling the accountable body role for the PiPP, senior officers within the council maintain an active role as 'advisors' of the Newark Town Board as well as representing the council's existing role in local place-shaping and strategy development. This includes supporting the board to develop their Regeneration Plan and providing advice and recommendations regarding the strategic fit and deliverability of proposed interventions. The council may also commission activities on behalf of the board and support with coordinating grant schemes created by the board due to its accountable body status, where approved by the board and Section 151 Officer.

2.9 There is a possibility that the council will additionally participate in the PiPP as a 'Project Promoter/Lead' delivering projects directly through funding granted by the board. Examples of this in practice to date through alternative funding streams include the delivery of the Castle Gatehouse project, 32 Stodman Street and the Market Place improvement initiative. The council and other key local partners and organisations may have the opportunity to present additional proposals for grant funding to the board through a future 'call for projects' however if selected for funding in-principle and following a call process, a business case for any council-led projects would be presented to Cabinet for approval, prior to the release of funds and commitment to delivery. This will ensure that Cabinet is able to consider wider implications associated with any projects funded by the PiPP, owned and managed by the council.

2.10 Newark and Sherwood District Council is also represented as an organisation on the Newark Town Board through a membership role, with the position held by a single nominated elected Member. In accordance with the programme prospectus, further political representation is provided by Newark Town Council, Nottinghamshire County Council, the East Midlands Combined County Authority (EMCCA) and the local MP.

2.11 All known resource implications for the council associated with programme delivery are currently addressed through existing posts within the Economic Growth and Visitor Economy team, including dedicated support from a Programmes Manager (permanent) and Economic Growth Officer (fixed term). The four-year investment profile identifies an allocation of PiPP funding towards programme management for the accountable body, approved by the board towards financing resourcing needs.

Newark Town Board Local Assurance Framework

2.12 As reported to Cabinet in June 2025, the council has undertaken a review of the Newark Town Board's Local Assurance Framework (LAF), with a copy of the proposed and updated LAF provided in **Appendix 3** of this report. This process was completed to ensure the board's operations and ways of working with the accountable body remain compliant with the latest funding requirements set by the UK Government. This includes consideration of all responsibilities and assurance processes associated with responsibly managing public funds. The proposed LAF clearly sets out the role of the Newark Town Board in overseeing the PiPP, as determined by MHCLG.

2.13 In addition to the latest PiPP, the board has historically governed all live and completed projects within the 2020 Towns Deal programme. These projects are now integrated within the new Local Regeneration Fund (LRF), comprising former Towns Deal and LUF 3 projects. The UK Government's programme prospectus states that it is now the responsibility of the local authority to decide the appropriate governance processes associated with the LRF programme. With this in mind, the updated LAF provided proposes that the Newark Town Board maintains its role in overseeing the formerly titled Towns Deal projects. This is strongly recommended due to the board's strategic knowledge and insight relating to the projects, as well as members efforts to date to progress projects delivery. This arrangement would apply to the remaining live Newark Town projects within the Local Regeneration Fund of Newark Cultural Heart, Castle Gatehouse and 32 Stodman Street. It should be noted that the board's governing role would not apply to other projects within the wider LRF portfolio, including the live projects of Ollerton and Clipstone regeneration schemes (previously known as LUF 3).

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.

Financial Implications (FIN25-26/2246)

3.1 **Appendix 2** presents the indicative allocation of grant funding for the newly named Pride in Place Programme, including the £200,000 capacity funding received in August 2025 under the Plan for Neighbourhoods for the 2025/26 period.

3.2 The table below provides a summary of the proposed budget allocations across both Revenue and Capital all fully funded from the PiPP grant.

Indicative Revenue Commitment	25-26	26-27	27-28	28-29	29-30
Accountable Body Programme Management	100,000			50,000	50,000
Events Programme	50,000	150,000	200,000	200,000	200,000
Regeneration Plan Capital Projects Call		100,000			
Regeneration Plan Operational Working Budget	50,000	50,000		50,000	50,000
Community Grant Scheme		82,000	56,000	132,000	132,000
Revenue Total	**200,000**	**382,000**	**256,000**	**432,000**	**432,000**

Indicative Capital Commitment	25-26	26-27	27-28	28-29	29-30
Upper Floor Town Centre Residential Grant Scheme		150,000	650,000		
Community Grant Scheme		210,000	250,000	200,000	200,000
Regeneration Plan Capital Projects Call			836,000	1,405,000	1,405,000
Capital Total	**-**	**360,000**	**1,736,000**	**1,605,000**	**1,605,000**

Total Revenue and Capital	**200,000**	**742,000**	**1,992,000**	**2,037,000**	**2,037,000**
	200,000	**6,808,000**			

3.3 The proposed revenue and Capital allocations will be added during the budget process in line with the above profile with no further revenue implications.

Legal Implications - LEG2526/8471

3.4 Cabinet is the appropriate body to consider the content of 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.

UK Governments Pride in Place Strategy
Pride in Place Prospectus
Report to June 2025 Cabinet Meeting - Plan for Neighbourhoods

Newark TOWN BOARD

PRIDE IN PLACE PROGRAMME

Newark Regeneration Plan

10 - Year Vision (2026 to 2036)

November 2025

Executive Summary

In March 2025, the UK Government announced a £1.5 billion initiative known as the Pride in Place Programme (PiPP), investing up to £19.5m in an initial 75 places over the next decade. In September 2025, a further 169 communities were added to the scheme through the announcement of a second tranche of funding, resulting in a total PiPP worth £5 billion.

The PiPP aims to tackle specific local and national challenges, with a focus on raising living standards, reducing social exclusion, spreading opportunities for young people, improving health and wellbeing, building stronger and more cohesive communities and reducing crime and anti-social behaviour. Each area was selected by the UK Government based on a combination of metrics including the indices of multiple deprivation and population size, healthy life expectancy, gross value added per hour worked and skills level (NVQ level 3+ in England and Wales).

The Newark Town Board will oversee the delivery of the local PiPP in Newark, working closely with Newark and Sherwood District Council as the ‘Accountable Body’ to develop programme plans for investment. The board already maintains oversight of key projects within the 2020 Town Investment Plan (TIP) following the receipt of £25m funding previously awarded through the Local Regeneration Fund and is experienced at working with communities and local stakeholders to make key investment decisions for the area and monitoring the successful delivery of selected projects.

The board with support from the local authority has developed this Regeneration Plan, establishing the high-level transformational vision for Newark over the next decade through the PiPP investment. This Regeneration Plan provides a detailed summary of local challenges relevant to Newark, as well as a series of investment needs supported through data findings and the outcome of community engagement and consultation exercises. Plans have been developed with a focus on ensuring that local people’s voices and experiences are at the heart of the PiPP, using community feedback to inform planning.

This plan sets out how the scheme will be developed and managed locally to achieve the UK Government’s 3 strategic PiPP objectives of ‘thriving places, stronger communities and taking back control.’ In doing so, several funding priorities are identified for the area alongside potential opportunities for programme investment within Newark, over the next 10 years. This includes a local focus on 5 key investment themes of:

- Regeneration, Heritage and High Streets
- Transport/Connectivity
- Cohesion
- Safety and Security
- Work, Productivity and Skills

The board has ensured local PiPP plans complement and enhance other key strategies and investment programmes within the area. Examples include the Newark 2020 TIP, the emerging Newark Town Centre Masterplan, Newark and Sherwood District Council’s Community Plan, the emerging Sustainable Economic Growth Strategy, and the local Community Safety Strategy. Through alignment between existing local strategies and the PiPP plans, the board, with support from the community and key partners, will continue to work towards a shared vision for the area, helping Newark fulfil its maximum potential as a place for people to live, work, study and visit.

Later within this plan, further details are provided regarding the board’s operations and ways of working, including its governance structure and assurance processes as a community led board. This includes the board’s plans for ensuring ongoing community engagement throughout the life-cycle of the PiPP.

Newark and Sherwood District Council will work closely with the Newark Town Board, fulfilling its role as the accountable body and monitoring the compliance of all funding related decisions.

The overarching local vision as set out within this Regeneration Plan will continue to be built on as the programme develops, using the outcomes of iterative community engagement as well as data and insight to inform the PiPP decision making. This document will form the basis of plans for the PiPP investment, helping the board in selecting key projects for local delivery over the next decade.

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1.0 Local Context

1.1 Regeneration Plan Background

In March 2025, the UK Government announced a £1.5 billion initiative known as the Pride in Place programme (PiPP), investing in an initial 75 places over the next decade. In September 2025, a further 169 communities were added to the scheme through the announcement of a second tranche of funding, resulting in a total PiPP worth £5 billion.

The scheme is described as a long-term strategy to fix the foundations of those places most left behind, providing up to £19.5m of funding to each area over a 10-year period, commencing in April 2026.

To deliver the new initiative, the Government has supported the establishment of place boards, putting power in the hands of local people to address deprivation and regenerate their local area. Each board will govern the local funding award, making key investment decisions based on knowledge, insight and engagement with the wider community.

The board, with support from the local authority, is responsible for developing an area 'Regeneration Plan' and establishing the local high-level transformational vision for the next decade, alongside a more detailed 'Investment Plan' for the first four years of the programme.

The Regeneration Plan will set out how the board will achieve the UK Government's following 3 strategic objectives of the PiPP:

- **Building Thriving Places**
- **Strengthening Communities**
- **Empowering People To Take Back Control**

By making progress on each of these objectives, local areas will drive forward the UK Government's long-term missions, through the PiPP investment. The PiPP aims to raise living standards, reduce social exclusion, spread opportunities for young people, improve health and wellbeing, build stronger and more cohesive communities and reduce crime and anti-social behaviour in some of the most 'left-behind areas in the country'.

Programme investment may sit within 8 core themes, supported by a menu of pre-approved interventions provided by the UK Government. These themes include, regeneration, high streets and heritage, housing, work, productivity and skills, cohesion, health and wellbeing, transport, safety and security, and education and opportunity. Boards may also present bespoke interventions for their area, where a specific and unique challenge requires investment.

Boards are responsible for deciding the appropriate themes and interventions to prioritise for local investment following the feedback of comprehensive community engagement and to reflect local context and opportunities.

Undertaking meaningful engagement with the local community is a central pillar of the PiPP and boards are required to build on existing community engagement structures by mapping social infrastructure already present in their community and drawing on that expertise. Community engagement will be considered an iterative process, ongoing for the duration of the PiPP and as delivery progresses.

Following the announcement of the scheme in Spring 2025, it was agreed that the Newark Town Board will oversee the delivery of the local PiPP in Newark, working closely with Newark and Sherwood District Council as the accountable body.

Through the award of £25m to Newark by the UK Government in 2020, the Newark Town Board already oversees several key projects within the town, both live and completed. The board is therefore experienced at working with the community and local stakeholders to make key investment decisions for the area and monitoring the delivery of selected projects.

By developing this Regeneration Plan, the board aims to deliver on the priorities of residents, communities and businesses in Newark, helping the area to fulfil its potential and ultimately improving the lives of local people.

1.2 Newark Background

Newark is a historic market town of around 30,000 inhabitants, located in the centre of the country between Lincoln and Nottingham.

The town has a rich history reaching back to Roman times, and Newark Castle played an important role in the region during the Medieval period and the English Civil War. Sitting on the banks of the River Trent, the town emerged as a major inland port and centre for wool and cotton trading.

Newark is home to the National Civil War Centre and Palace Theatre with its culture and heritage making tourism a key offer. There is a legacy of historic assets in the town including many listed buildings, the Castle, the Georgian Town Hall and the Church of St Mary Magdalene which overlooks one of the finest Market Places in the UK.

The town is served by the A1, A46 and A17 and has two railway stations with both east-west, and north-south connections, providing access to London within a 90-minute commute.

Newark has a mix of communities, backgrounds and demographics, with areas of relative affluence, as well as pockets of significant deprivation. It is also home to a large and long-established gypsy and traveler community.

Much of the employment base in the town is founded on the ‘making’ industries of engineering, manufacturing, digital and food and beverage.

It hosts Europe’s largest antiques fair and the prestigious international violin making school now part of Newark College, partnered with the state-of-the-art Air and Space Institute in the town.

As with most towns, Newark has faced a number of challenges over recent years including town centre footfall and vibrancy, concerns of safety, security and anti-social behaviour (ASB), declining health and life expectancy, as well as low skills and access to employment opportunities.

Despite the challenges described, the Newark Town Board, local partners and the wider community continue to drive forward a shared aspiration to enable Newark to fulfil its maximum potential. Through this aligned vision, paired with additional PiPP investment, several transformational opportunities for the town are presented and set out within this funding plan.

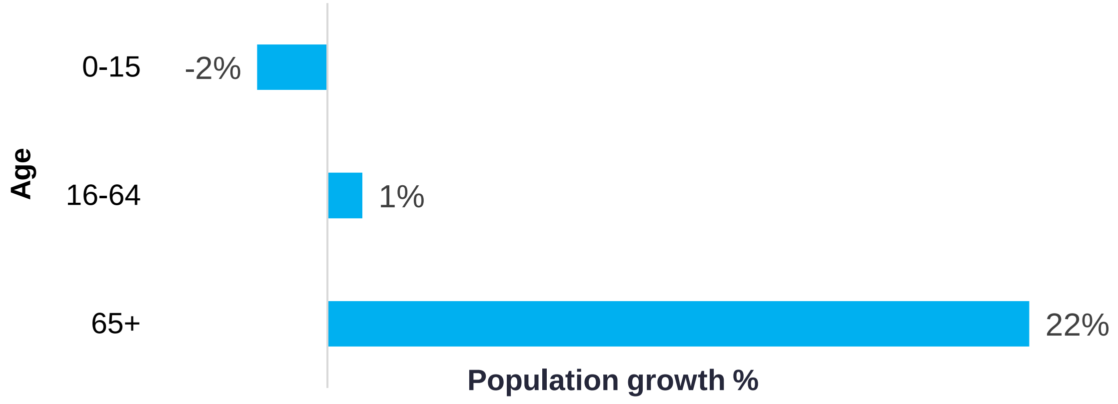
- In 2022, Newark had a population of 30,285. Between 2011 and 2022, Newark's population increased by 11.8%, whereas the population increased by 8.9% in the East Midlands, and by 7.7% in England.[1]

- Most of the current population of Newark (63.1%) are working age (16-64 years), with 18.4% over 65 years, and 18.5% under 16 years. The median age in Newark is 40 years.[2]

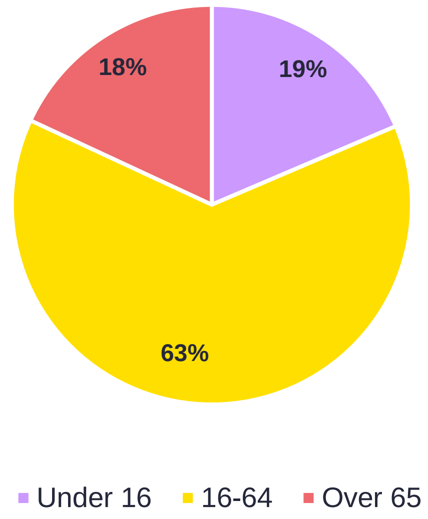
- Newark has an increasing but steadily ageing population with the average age rising to 45 as of 2022. This means that in the long-term ensuring our town supports older residents to age in place and retain a good quality of life is imperative.[3]

- While close to 95% of the population identify as White (14% points above the national average), there is still 5% of the population (approximately 1,500 people) who fall outside of these ethnicities.[4]

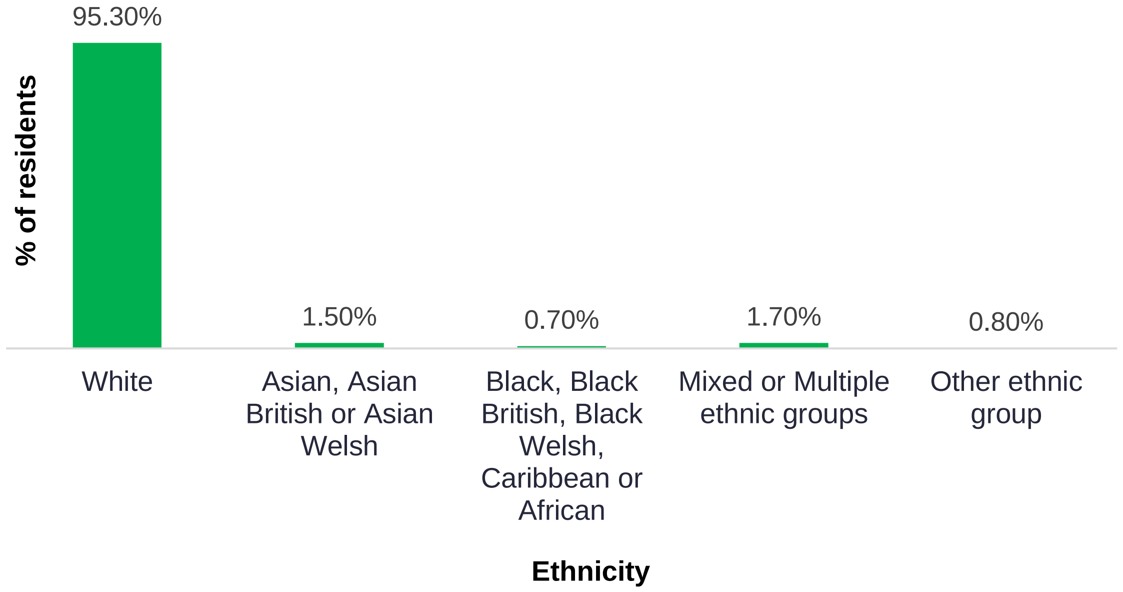
Existing and projected aging population % growth in England 2024-2034 (Census, 2021)



Newark's population by age (Census, 2021)



Ethnicity in Newark (Census, 2021)



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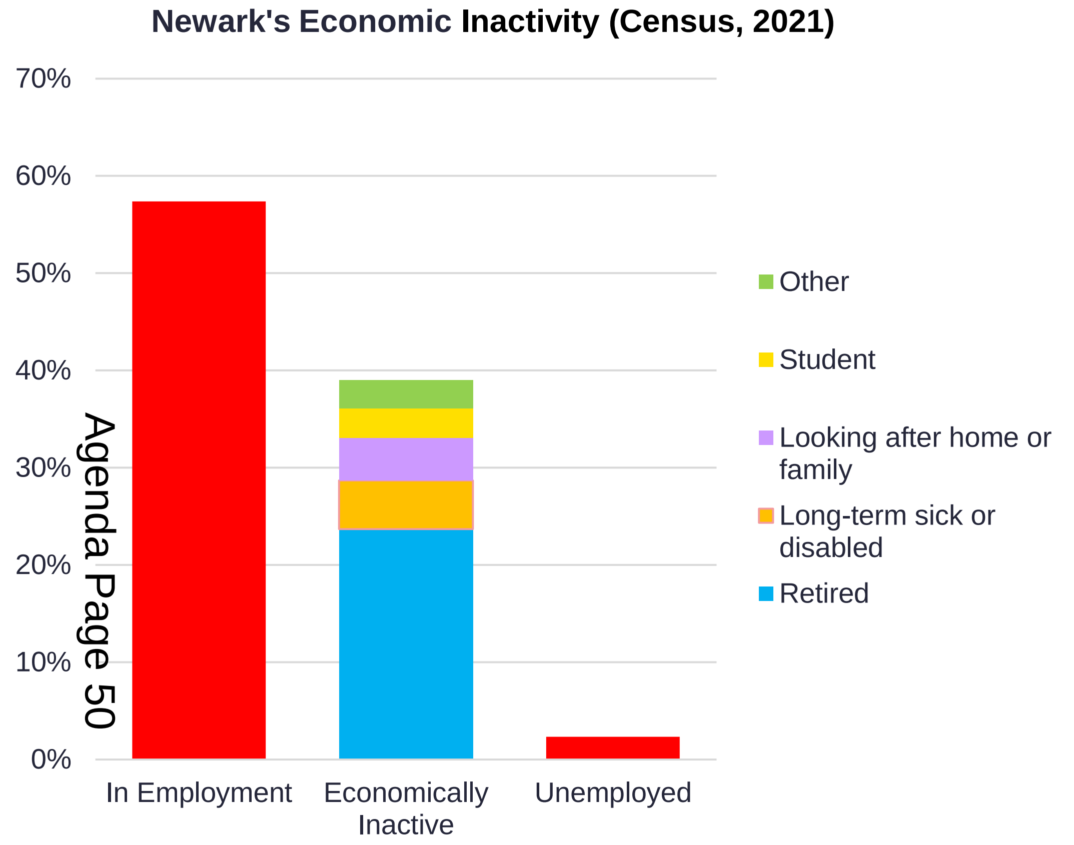
Sources: 1, 2, 3 and 4 ('Demographics', Newark-on-Trent – local data profile, MHCLG, page 15)

Economic Activity

- Over half (57%) of Newark's population are in employment, while 2% are unemployed.[1]
- There is an economic inactivity rate of 38% in Newark, this is partially made up of retired people and students, as well as 5.4% of residents in Newark who are economically inactive due to long-term sickness or disability. A further 4.9% of people are economically inactive due to looking after family.[2]
- The amount of people in Newark unable to work due to long-term sickness rises to 20% in neighbourhoods such as Hawtonville, emphasising that health is a significant limiting factor to economic activity.[3]



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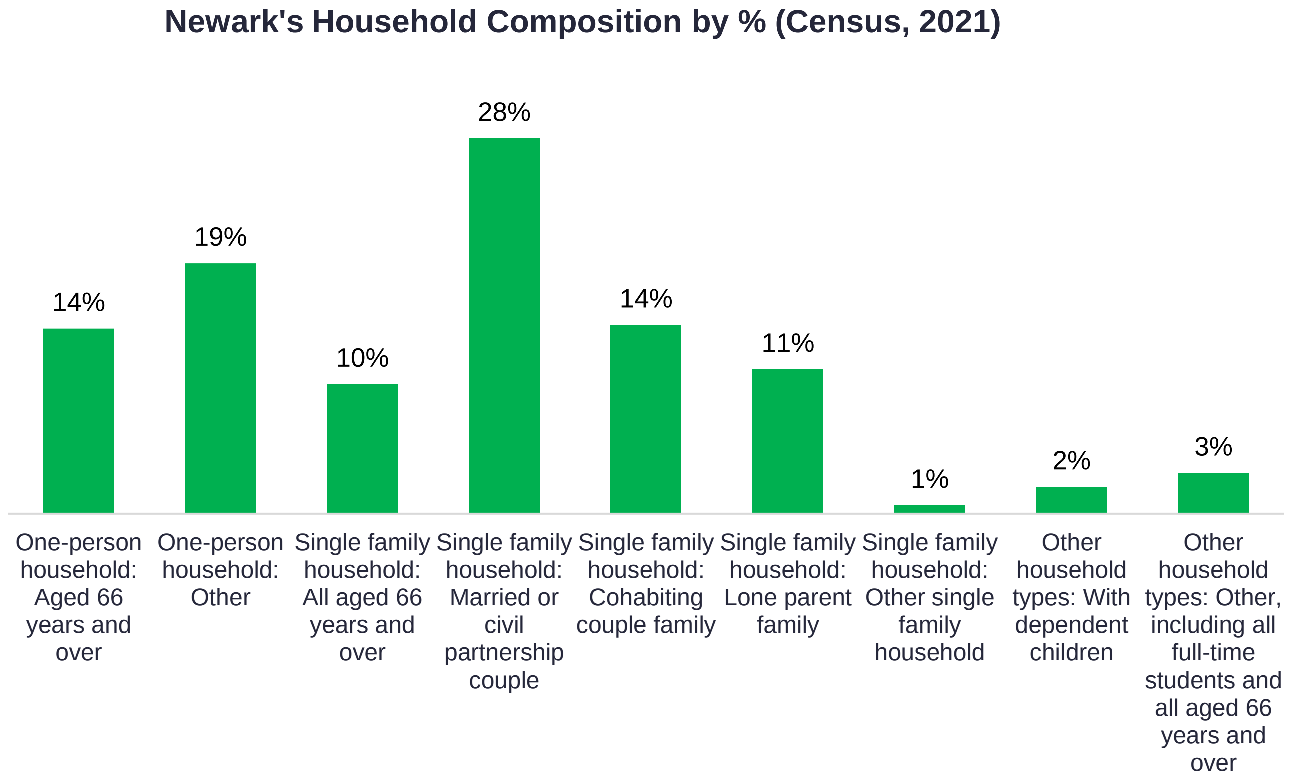
Household Composition

- When looking at the household composition across Newark, the majority are single family households (64%), with 28% of households being made up of couples either with or without children. 33% of households are made up of one person households, with 14% being 66+.[4]
- 33.5% of under-16s in Newark live in relative low-income households. This is 12.2% higher than the England average.[5]
- The percentage of 'Non-decent dwellings' in the district stands at approximately 19%, above the national average by 4%.[6]
- Meanwhile the local ratio of median house price to median gross annual workplace-earnings has been declining since 2022. It now sits at 6.5, below the England total of 7.7.[7]



Sources: 1, 3 and 4 (Census Data, 2021); 2 ('Education, Work, Productivity and Skills', Newark-on-Trent – Local Data Profile. MHCLG, page 9); 5 ('Deprivation', Newark-on-Trent – Local Data Profile, MHCLG, page 16); 6 and 7 ('Housing', Newark-on-Trent – Local Data Profile, MHCLG, page 12)

1.3 Recent Town Growth and Investment

Local Regeneration Fund

In 2020, Newark secured £25m of funding from the UK Government to progress several strategically transformational projects through the former Towns Deal (now integrated within the Local Regeneration Fund). The Newark Town Board was then established, consisting of local business, public and community representatives, as well as local government stakeholders to oversee this funding.

Since then, the Newark Town Board and partners, have progressed several priority projects, helping transform the area, including:

- Redevelopment of 32 Stodman Street
- Development of the Air and Space Institute
- YMCA Community and Active Village
- Castle Gatehouse Project
- Newark Construction College
- Newark Heart Project
- Newark Cycle Town

These projects were initiated following the development of the 2020 Town Investment Plan (TIP), created to establish the 30-year vision for the town and accelerated through investment through the £25m funding. Section 5.1 of this plan provides further details regarding the TIP, and its role as the strategy for future investment in the town, as well as enabling the delivery of the identified projects listed above.

Following this substantial investment, several key outcomes have materialised to date and continue to be demonstrated and monitored as the scheme progresses. Examples include:

- more students given local access to further and higher education.
- more opportunities for high-quality active and leisure available for residents.
- increased vibrancy and footfall in the town centre.
- presence of targeted training opportunities to unlock higher paid jobs.


Newark Castle


YMCA Activity Village


32 Stodman Street Artist Impression

Newark Construction College


Air and Space Institute


Newark Cycle Town

Other Recent Investments

In addition to the recent achievements through the Local Regeneration Fund, Newark can demonstrate significant progress towards unlocking long-term economic growth and productivity through key regeneration schemes. This includes the creation of new and improved opportunities and places for people to work, study, live and visit.

Through local delivery partnerships, support from the community and various sources of investment, several transformational projects and developments within the local area are both underway or have completed in recent years. Some examples of significant and ongoing local investment and development within Newark are provided below.

Newark Southern Link Road

Newark Southern Link Road is a multiphase strategic road project connecting the A46 to the A1. With the first phase delivered in 2017, work to complete the road link is now contracted and underway and is expected to be finished and open for use in Autumn 2026. The project will significantly improve road infrastructure in Newark, unlocking land for housing delivery, and boost economic growth by making the area more accessible to residents and businesses. The road will reduce congestion, helping to improve travel barriers faced by delays in traffic, whilst in turn, limiting emissions.

Through financial support from Newark and Sherwood District Council in addition to the award of £20m UK Government Levelling Up Funding (LUF), the scheme is considered a co-funded initiative, with grant and investment provided by several funders and partners.

Middlebeck Development

Middlebeck is the name of the 694-acre urban extension to the south of the town formerly known as Land South of Newark, or Newark Growth Point and linked to the Southern Link Road. With the scheme commencing in 2017, the area will be transformed into a new community characterised by open spaces, convenient connections and local amenities.

The scheme will deliver up to 3150 new homes, 49 hectares of employment, 1500m2 of community facilities, a new school, local centre, sports facilities, active travel routes and greening. Master developers Urban&Civic have created a vision for Middlebeck as a place to live and grow, characterised by natural, open spaces, attractive homes, high-quality schools and outstanding community facilities, with the canvas for housebuilders to build much needed homes for Newark.

Newark and Sherwood District Council and Nottinghamshire County Council provide strategic oversight for all aspects of scheme including planning, education, employment, transport, community safety and housing. Urban&Civic also work closely with the government, both nationally and locally, as well as the D2N2 Local Enterprise Partnership, to play a part in the continued growth of Newark and Nottinghamshire.

The Middlebeck development sits alongside the agreed PiPP boundary, as detailed later in section 2 of this plan. It is important to consider the impact of the Middlebeck regeneration scheme when developing PiPP plans, such as additional needs for investment to reflect a growing town, as well as recognition of new housing, community spaces and leisure opportunities that may be brought forward for local people, through the development

Yorke Drive

Yorke Drive is an identified priority estate planned for regeneration within the town. The project is well underway and delivered by Newark and Sherwood District Council as project leads.

Artist impression – Yorke Drive Estate Regeneration Scheme

The project will transform the local area, providing 207 new properties, comprising both private and social homes, improved safety, public realm, community and leisure facilities, as well as energy efficiency measures.

The project was awarded planning in February 2025, with phased construction due to commence summer 2026 and the final scheme estimated by the council to be completed in 2031.

Due to the scale of this project, it will be delivered over several phases, with improvements to the playing fields, delivery of the new sports pavilion and new homes required for existing residents whose homes are within the area for demolition. The community has been involved at every step of the way through a range of engagement and consultation events to refine the plans.

Residents of Newark can look forward to a brighter future because of this transformative housing and regeneration scheme.

Further Investment Needs

Despite significant steps towards economic and community transformation through recent investment, Newark’s communities, residents and businesses continue to face a variety of challenges. This includes declining retail, struggles with town centre vibrancy and footfall, concerns of safety, security and anti-social behaviour, connectivity challenges, poor health and wellbeing, as well as employment and skills related barriers.

Through community driven and strategic thinking, paired with further local investment from the PiPP, the Newark Town Board and key partners can continue to drive forwards change and tackle the challenges identified. This will help to unlock sustainable and long-term economic growth for the area, whilst providing an improved quality of life for the communities of Newark.

Section 3 of this plan sets out the ‘Strategic Case For Change’ in relation to the PiPP. This comprises the findings from both data collection, insight, and local community engagement, resulting in a list of priority interventions for investment and taking a step closer to developing plans to help combat the investment needs identified.

2.0 Spatial Targeting

2.1 Geographical Boundary

Following the UK Government's announcement of the PiPP, further guidance was released by the Ministry of Housing, Communities and Local Government (MHCLG), defining each local boundary for the purpose of the fund. The agreed Newark PiPP boundary is demonstrated in the image provided with a red line.

Each local programme boundary is based on the definition of Built-Up Areas (BUA, 2024), as the default approach defining the identified funding area. The boundary builds on from the eligibility metrics used by the UK Government to select the initial 75 towns for funding, including consideration of:

- indices of multiple deprivation and population size
- healthy life expectancy
- gross value added per hour worked
- skill level (NVQ level 3+ in England and Wales)

Newark is one of 10 areas within the East Midlands selected by the UK Government to receive PiPP investment through the initial tranche of funding. The surrounding areas also due to receive an award of up to £19.5m funding through the first round of the PiPP, announced March 2025, are:

- Gedling
- Skegness
- Worksop
- Mansfield
- Kirkby in Ashfield
- Nottingham
- Chesterfield
- Boston
- Spalding

The Newark Town Board and Newark and Sherwood District Council will continue to work closely with other neighbouring authorities participating within the scheme, sharing best practice, exploring potential collaborative investment opportunities and to ensure alignment with regional priorities. This includes engagement with the East Midlands Combined County Authority (EMCCA), during the development and delivery of local programme plans.

2.2 Key Geographical Areas

Within the agreed local PiPP boundary, several locations across the town of Newark can be considered potential priority areas for programme delivery and investment. The identified geographical areas are based on supplementary local investment strategies, the findings from community engagement and the priorities raised by the Newark Town Board.

The complete list of areas that may be targeted geographically through the PiPP will be refined throughout programme delivery and in response to the outcome of ongoing community engagement, however current examples include:

Town Centre

Growing difficulties faced within the town centre over recent years surround vibrancy, prosperity and sustainability due to declining retail, footfall and investment needs associated with visitor attractions and public realm.

In addressing the challenges, the 2020 Town Investment Plan (TIP) and emerging Newark Town Centre Masterplan aim to help tie these barriers together, providing a series of strategic priorities and investment opportunities. This includes initiatives to help drive town centre footfall and the quality of offer for residents and businesses, whilst protecting Newark's historic and unique visitor experiences. Section 4 of this plan provides further details of these challenges, as well as the several evidence driven solutions for consideration through the PiPP.

Riverside and Nearby Newark Gateway

To enhance the recreational offer of the town, improvements could be undertaken in relation to the Riverside area, within the centre of Newark. This may include initiatives to improve wayfinding and connectivity, as well as access to open spaces for people to enjoy and relax. Similarly, through encouraging an enhanced gateway into Newark, there is a chance to help raise the profile of the town as both a visitor location, as well as improving pride in place for local people, through better use of underutilised or poorly presented spaces.

Local Estates and Surrounding Areas

Across Newark, there are several estates and neighbourhoods facing high levels of deprivation and in many cases, a lack of quality community facilities or access to key services (detailed further in section 4 of this plan). Through investment in local community spaces within these areas, residents can receive improved access to social, educational, and leisure opportunities. This could include support for local community group sites, sports clubs, public realm and other open and community spaces for people to enjoy, study, engage in activities and access support services. Additionally, through place based and targeted social action projects, skills development and diversionary programmes within these areas, there is the opportunity help combat deprivation challenges. Examples may include events that aim to tackle social isolation by bringing people together, as well as support for residents to access education and employment programmes.

Employment Sites and Commercial Development Land

Potential capital investment in key employment sites and commercial development land can help to unlock further economic growth through the creation of local jobs and increased productivity and investment. This could include the expansion of sites, or new commercial development in the town, building on from existing local growing industries and employment sectors.

Similarly, there is the opportunity to target key employment sites through revenue funded initiatives, such as projects to help strengthen the capabilities of key employers, or up-skill workers in-line with local industry demand. This may involve support to raise relevant skills levels in key sectors, as well as increasing education pathways within the area into growing industries. This will enable more people to gain the skills needed to be employed locally, as well as helping residents access higher paid jobs, and in turn, an improved quality of life.

3.0 Vision For The Future

3.1 Newark 10-Year Pride in Place Vision Summary

The Newark Town Board has identified an overarching 10-year vision for Newark for the purpose of the PiPP and on behalf of the local community. The aim of establishing this vision is to set out the goals and intentions for uses of the £19.5m funding in Newark, building on from the UK Government's 3 programme objectives and applied to local circumstances. This is key to defining future programme success and to drive forward the delivery of the PiPP to meet the needs of local people and to help the area to fulfil its potential.

The existing 2020 Newark Town Investment Plan (TIP), defines a 30-year vision and strategy for the town, accelerated through £25m of funding awarded to Newark through the Local Regeneration Fund. The PiPP vision for Newark has been developed to ensure alignment with the vision set out within the 2020 TIP however adapted, refined and built on to reflect the outcome of more recent community engagement and data findings. This includes a unique vision tailored to guide the PiPP investment over the next decade, in accordance with current UK Government priorities.

In addition to reflecting the priorities identified within the TIP, the local PiPP vision and plans have been developed with consideration of several additional strategies and investments to ensure an aligned focus for Newark's future. Further details relating to the TIP and other associated strategies and programmes are provided in section 5 of this plan, with examples including:

- Newark and Sherwood Community Plan 2023 - 2027
- Emerging Sustainable Economic Growth Strategy 2026 - 2031
- Local Regeneration Fund £25m (awarded in 2020 through the Towns Deal)
- Emerging Newark Town Centre Masterplan
- Levelling-Up Fund (Southern Link Road) £20m

Whilst the supporting strategies and programmes all hold a unique purpose and focus, they all have the same aim of putting local people and businesses at the heart of what they are trying to achieve.

3.2 Newark 10-Year Pride in Place Vision Statement

To consolidate an overarching 10-year vision for Newark for the purpose of the PiPP initiative, the following statement has been provided by the Newark Town Board. This statement articulates the overall vision for the area over the next decade, summarising the changes the board aspires to work towards with up to £19.5m investment through the PiPP.

NEWARK TOWN BOARD

"Newark is proud to be made up of many different, well integrated and inclusive communities.

Newark will thrive as one of England's best historic market towns, welcoming a vibrant mix of shops, homes, accessible services, high-quality cultural and artistic assets, engaging community activities, educational opportunities and open spaces. Local plans will aim to conserve and enhance the town's historic and natural environment, meeting the challenge of climate change and generally achieving sustainable development.

Through prosperous, healthy, and safe neighbourhoods, underpinned by a strong sense of community and identity, Newark will be a destination of choice for businesses, visitors and residents."

3.3 Newark 10-Year Pride in Place Aspirations

To set out the more detailed local PiPP vision, the Newark Town Board has developed several 'aspirations' for Newark, linked to the 3 core UK Government objectives of 'thriving places, stronger communities and taking back control.'

The local aspirations, as demonstrated below, aim to help define the change Newark's community hope to see through the PiPP investment.

THRIVING PLACES

This objective recognises that many of our high streets and estates have become neglected and left behind and surrounds a focus on ensuring these areas evolve and regenerate to better reflect the needs and habits of their community, as well as the provision of high-quality, physical and accessible infrastructure.

To help apply this objective locally, the board has identified supporting aspirations for Newark to be:

- **An attractive place for prosperous businesses and new investment, with increased local employment opportunities.**
- **One of England's most impressive market towns, offering a diverse range of places to live, shop, socialise, and participate in arts and events, with the Market Place at heart.**
- **A place with a unique heritage, culture and tourism offer, building on from and protecting its historic buildings and sites.**
- **A Midlands destination with established and sustainable transport links and travel routes across the country and local area, as well as between key sites and services within the town.**

STRONGER COMMUNITIES

This objective is described to "empower boards to tackle the root causes of community divides, rebuild relationships, and restore a collective sense of belonging to their community, so people can feel proud of their area and safe in their neighbourhood".

To help apply this objective locally, the board has identified supporting aspirations for Newark to be:

- **An environmentally friendly town, with development that recognises and addresses sustainability challenges.**
- **A place where residents have a better overall quality of life, with improved health and wellbeing.**
- **A town where residents feel safe and secure, with reduced crime and anti-social behaviour.**
- **A town where communities display pride in place, with a sense of belonging to the area.**

TAKING BACK CONTROL

Through this objective, the UK Government aims to empower people to enter the workplace, workers to progress, and businesses to grow, to in turn help kickstart local economic growth. This includes making sure children have the best start in life and that adults can live the life they want to.

To help apply this objective locally, the board has identified a supporting aspiration for Newark to be:

- **A place with a variety of leading education pathways and skills development opportunities, unlocking careers into local sectors and growing industries.**

4.0 Strategic Case For Change

4.1 Strategic Case for Change Summary

To ensure that PiPP investment decisions are fully justified, local plans should be developed following the result of robust data analysis. In addition, community perception should be equally considered to form a list of strategic priorities gathered through both evidence, as well as the local communities' real-life experiences.

This section of the plan aims to build on the overarching local PiPP vision and aspirations identified, through presenting a range of information to demonstrate the strategic case for local investment to justify programme plans. This includes:

4.2 Data Findings

A review of key data driven challenges identified for Newark, with a focus on recurring barriers relating to deprivation, town centre, safety and security, health and wellbeing, connectivity and accessibility, and skills and employment.

This includes consideration of the findings of the MHCLG Data Pack 2025 (Appendix B), specialist local socio-economic analysis undertaken in 2024 and other data sources as referenced throughout this section of the plan. The challenges demonstrated are supported by several potential evidence-based solutions, to help address the identified barriers through future investment.

4.3 Market Failures

A summary of key market failures identified for Newark, occurring when the private sector or general investment market alone cannot solve some of the issues and challenges.

4.4 Community and Stakeholder Engagement Findings

A summary of key findings from various engagement and consultation exercises, including priorities raised by different community groups and demographics within Newark over recent years and months.

This includes, but is not limited to consideration of NSDC's Resident Survey 2023; NSDC's Masterplan Consultation 2024; Newark's Town Investment Plan Survey 2020; as well as targeted consultations with schools, colleges, local businesses, charities, ESOL learners, and underrepresented community groups.

4.5 Local PiPP Interventions

A summary of the programme interventions for prioritisation locally, as selected by the Newark Town Board from the 2025 PiPP prospectus. The identified interventions are based on the blended findings of both data, insight and community engagement, with a focus on the recurring themes or challenges demonstrated.

4.6 Long-Term Outcomes

Examples of the long-term outcomes to be monitored, evaluated and reported throughout the delivery of the PiPP. These examples are based on the expected deliverables associated with the selected priority PiPP interventions and follows the outcome of community engagement and data findings, where local people were invited to express the changes they hope to see within their area.

The long-term outcomes are shown next to the 3 core programme objectives of 'Thriving Places, Stronger Communities and Taking Back Control' to demonstrate the alignment between local plans and the wider aspirations of the PiPP, as set by the UK Government.

4.7 Toolkit of Powers

The UK Government's prospectus recognises that all places need to make the most of all the powers and tools they have available. This section of the plan explains how the board will look to use the Policy Toolkit Powers throughout scheme delivery, to help address the identified challenges within the area.

4.2 Data Findings

Deprivation Challenges

The Index of Multiple Deprivation (IMD) ranks each Lower Super Output Area (LSOA) in terms of overall deprivation.

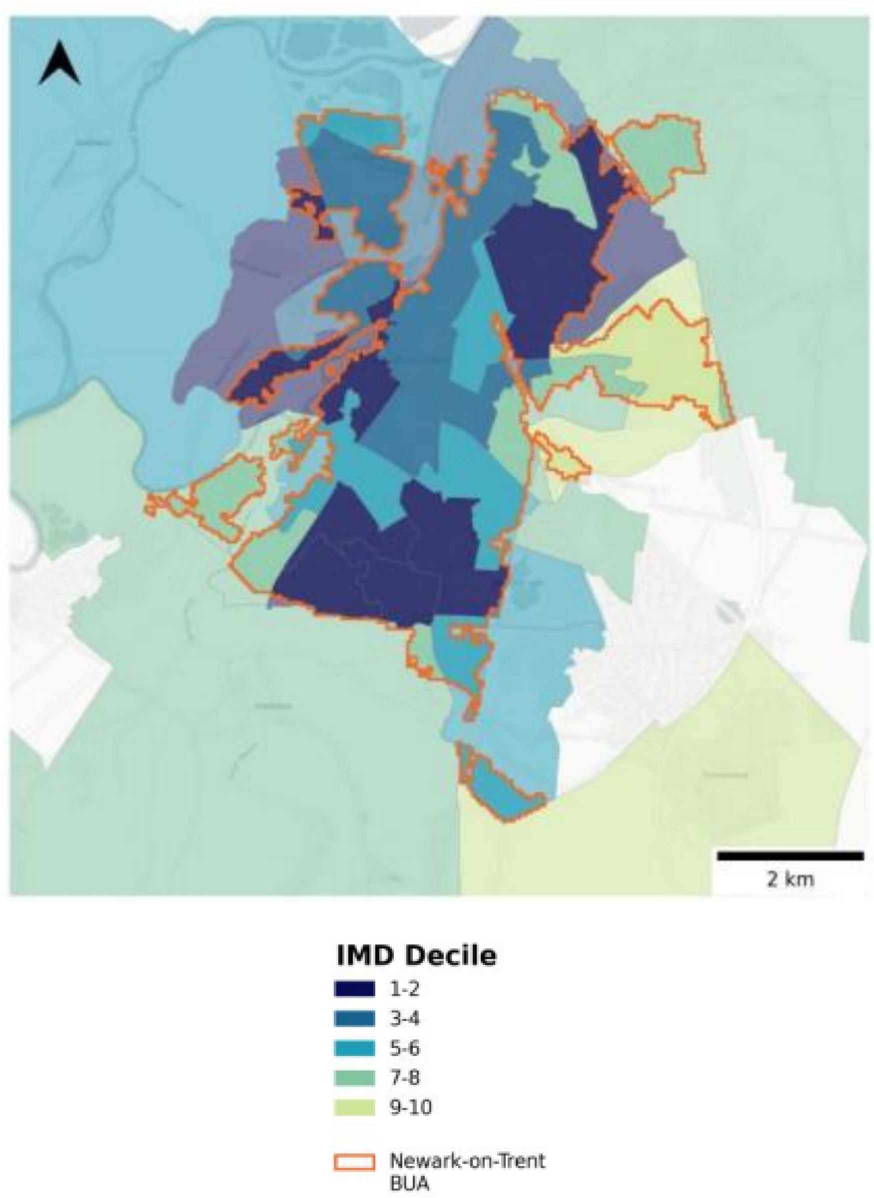
The Indices provides a set of relative measures of deprivation across England based on seven different domains, or facets, of deprivation:

- Income Deprivation
- Employment Deprivation
- Education, Skills and Training Deprivation
- Health Deprivation and Disability
- Crime
- Barriers to Housing and Services
- Living Environment Deprivation

Key statistics include:

- Over 30% of LSOAs in Newark are in the top 20% most deprived in England in terms of Education, Skills and Training.[1]
- In addition to Education, Skills and Training (25.0%), Employment (8.3%) was the second domain that had the largest proportion of Newark's LSOAs in the top 10% most deprived in England.[2]
- In 2022, 33.5% of under-16s in Newark live in low-income households. This is 12.2% higher than the England average.[3]
- Housing affordability is a major issue. The Newark and Sherwood District has an affordability ratio of 6.5, just below the national average (7.7). This shows that the average house price across Newark is 6.5 times higher than the average wages. [4]

Deprivation levels across LSOAs within Newark by decile, with decile 1 being top 10% most deprived in England (2019)



Sources: 1, 2 and 3 ('Deprivation', Newark-on-Trent – local data profile, MHCLG, page 16); 4 ('Housing', Newark-on-Trent – local data profile, MHCLG, page 12)

Town Centre Challenges

Nationally the retail sector has undergone likely permanent transformation, having a significant and challenging impact on our high streets. The rise of online shopping, out of town shopping, changing consumer patterns, COVID-19 pandemic, increased awareness of sustainability and social responsibility, demand for experiential leisure, as well as inflation and cost of living crisis, are all factors that are impacting town centres.

Like many other towns and cities nationally, Newark is suffering from unprecedented high street lethargy and commercial viability; challenges which have prevented the town from reaching its potential. Retail decline is evident with visible and large footprint vacancies and a pressing need to diversify the reasons for visiting Newark to drive demand for the town centre offer.

Market confidence is low, reflected by the departure of national brands and, lease and repair tenancies have led to a high turnover of occupiers, with attractive buildings and streets blighted by underutilisation. Independent specialist analysis concluded that the town centre does not currently provide the type of housing needed to attract and retain young and skilled workers.

The loss of popular retailers such as Marks & Spencer at 32 Stodman Street and Wilko's within St Marks Shopping Centre (the main shopping centre in Newark) have compounded this issue. The withdrawal of key national anchor tenants within Newark has had a detrimental impact, leaving large, highly visible, and vacant sites within the town centre, with no market interest of significant quality.

There is also currently a limited leisure provision associated with the night-time economy beyond a cinema, a nightclub and a number of food and beverage establishments. Dwell time of visitors remains constrained, with a failure to maximise ancillary spend and overnight stays.

As town centres are shifting from places to shop toward places to experience and meet daily needs, it is key that investments promote leisure provision and the night-time economy.

Key statistics include:

- Specialist property market assessments found that the total retail expenditure in the town is £452m, lower than average 'resilient towns' (defined by PMA) across the UK of £759m. However per capita retail expenditure is £6,575, which is slightly higher than average resilient towns (£6,474).[1]
- Current data gathered locally suggests 12.6% of units in Newark town centre are vacant, although in the primary shopping area this figure increases to 16.5%, both sitting above the national average of 10.4%. This figure has been steadily increasing since 2021.[2]
- Specialist analysis concluded the town is oversupplied by retail floorspace; Newark has 26 sq. ft of retail floorspace per person compared to a national average of 5 sq. ft per person. The oversupply equates to between 260,000-340,000 sq. ft of retail space in comparison to national averages. [3 & 4]
- Newark is not a recognised office market, supply and demand are both low with a vacancy rate of 6%. However, data identifies an opportunity for the right sized and right type of delivery to help capture new economic opportunities and higher paid jobs in the town. [5]
- During 2024, footfall sensors recorded an average of 6,680 visitors per day, a 5.7% decrease from 2023. This is potentially a result of the continuing cost-of-living crisis impacting spending habits and discouraging people from taking trips to the town centre.[6]
- In contrast, there has been a 25% increase in dwell time between 2023 and 2024, suggesting that trips into Newark town centre are becoming more 'experiential' and are based around activities such as café-hopping, seeing a show at the theatre, or going to the park.[7]

Sources: 1, 4 and 5 (Savills 2024 Socio Economic Data Pack for Newark); 2 (Newark and Sherwood District Council Annual Retail Monitoring Report (2024)) 3 ('Culture, Tourism and Heritage', Newark-on-Trent: Town Investment Plan, Savills (2020); 6 and 7 (Newark footfall figure calculated from the Proximity Futures Geo-Sense footfall sensors located in Newark)

- Newark has a significant number of listed historic buildings and as a result, the district has a large percentage of people who visit heritage sites in person than the national average (72.8% compared to 66.2%).[1] However, many of these buildings are in need of repair to bring back to life and support their appropriate use.
- According to the most recent STEAM data, despite a year-on-year increase the impact of the visitor economy on Newark has still not returned to pre Covid levels. When adjusted for inflation, the 2019 figure was £36 million, while the 2023 was £32 million.[2]

Town Centre Opportunities

In summary, Newark Town Centre has many unique assets which it can build on to support town centre vibrancy. It has an individual heritage and cultural offer, one of the finest Market Places in the country, historic and a beautiful streetscape and environment. In addition, Newark hosts independent and diverse local retailers and shops which can provide an individual experience for visitors.

The implementation of Newark's Town Investment Plan (TIP) in 2020 and emerging Newark Town Centre Masterplan has started the process of building on these opportunities by addressing a number of issues and sparking initial recognition of the town centre. This work remains in progress with projects such as the redevelopment of 32 Stodman Street, Castle Gatehouse, and the Market Place initiative, now in development or underway through investment from the Local Regeneration Fund.

Nationally, strategies to drive retail and town centre vibrancy include repurposing vacant shops for other uses, reducing overall floorspace and creating new reasons to visit. This is in addition to increasing the 'captive' residential market, by opening opportunities for town centre living, helping to increase footfall and presence.

The emerging Newark Town Centre Masterplan and TIP support this, with both identifying opportunities associated with vacant buildings and the activation of upper floors of retail which can be used to improve town centre living. This would potentially provide several secondary benefits, including improved safety and security through increased 24-hour presence, improved perception of the town following investment in buildings, as well as increased vibrancy and economic growth through further spend within the town by additional residents.

Additional work has been undertaken to date to enhance the overall 'feel' of the town centre including through the Newark Cultural Heart project, within the Local Regeneration Fund. This included bringing forward a series of events as part of the project to encourage people to visit and lengthen their stay.

Sources: 1 ('High Streets, Heritage and Regeneration', Newark-on-Trent – local data profile, MHCLG, page 8;) 2 ('Economic Impact', Newark Town STEAM Report for 2018-2023, Global Tourism Solutions (UK) Limited)

Following the delivery of the Cultural Heart programme, the area has seen an improvement on the natural surveillance within the town centre and an increased vibrancy and cultural offering. This has helped attract new visitors as well as providing 54, low cost, or free events for residents and members of the community to get together and socialise over a 3-year period. The success of events continues to be evaluated through several metrics, including business spend, footfall, as well as emotive factors such as sense of pride and enjoyment by visitors and residents.

There is an opportunity to build on the events legacy developed through Newark Cultural Heart, providing ongoing activities within the town centre, with the Market Place at heart. This will continue to improve the overall leisure offer within the town, driving footfall, increasing pride in place through improved community togetherness, whilst also raising the profile of the area as an experience destination.

As well as events, the Cultural Heart project sets out to make significant improvements to the public realm within the Market Place through a greater range of seating, lighting, greening and dwell areas, as well as functionality and accessibility. Further enhancements to the wider town centre environment in addition to the Market Place will help to create a greater 'sense of place' for Newark. This could include streetscape improvements on key routes and linkages across the town, together with a series of public spaces and gateways to help retain Newark's unique town identity. The use of lighting, CCTV and greening in particular, would significantly enhance the profile, image and safety of the town centre, which local residents are keen to promote. Imaginative use of lighting should be encouraged, particularly where it can increase safety and help to animate landmarks and gateways at night.

In addition to the emerging Newark Town Centre Masterplan, design codes will be prepared to direct and facilitate the enhancement of the town centre streetscape. This will include recommendations for the design of town public realm and the materials used to complement key developments to ensure alignment with the overall local vision for the town.

Crime and ASB Challenges

Newark Town Centre and surrounding areas within the programme boundary suffer from areas of significant deprivation, crime and anti-social behavior (ASB).

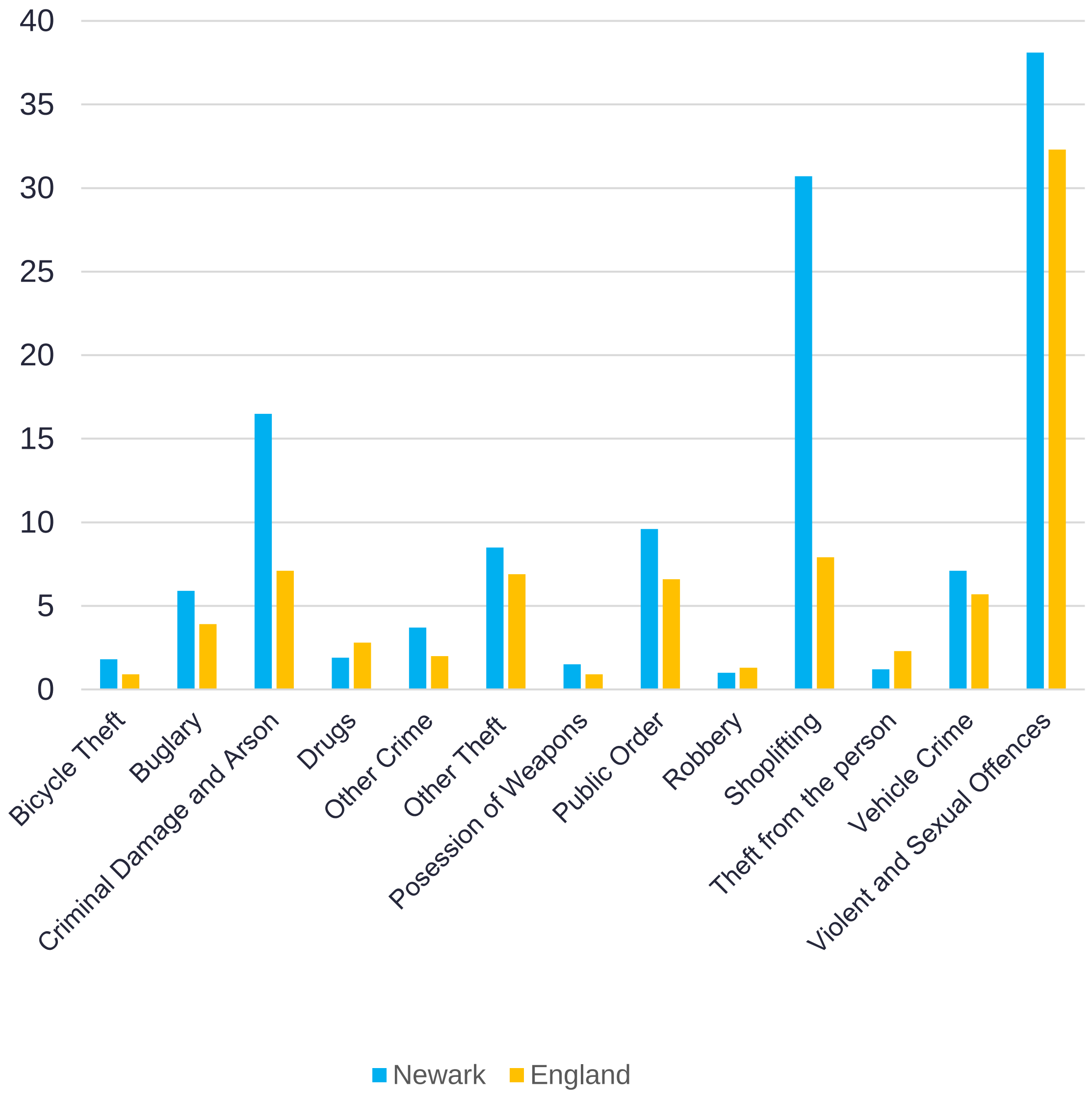
As demonstrated on the graph provided, the recorded crime rate in Newark is significantly above the England average. These deprivation and crime levels will have an impact on retail spending, footfall and vacancy rates, perception of safety and pride in place, ultimately contributing to a pressured town centre.

There are a number of 'dark spots' across the town centre, which make residents feel unsafe in the evening and can prevent people coming into the town at these times. Whilst some improvements have been undertaken recently, there is limited natural surveillance across various town centre locations, partly due to a poor evening economy within the town. Similarly, there is a lack of lighting in darker alleys, streets and paths. This highlights the opportunity for further investment to enhance the feeling of safety and security across Newark, through improvements to lighting and CCTV.

Key statistics include:

- The 2022 Newark Resident Survey results found that '64% of residents don't feel safe after dark'.[1]
- The 2022 recorded crime rate in Newark Town Centre is significantly above the England average (13 crimes per 1,000 person in England, vs 66 times per 1,000 for Newark and Sherwood, and 77 times per 1,000 for Newark Town Centre).[2]
- The standout types of crime are Shoplifting (30.8 Newark compared to 7.9 England), Criminal damage and Arson (16.5 Newark compared to 7.1 England), Violence and Sexual Offences (38.1 Newark compared to 32.2 England).[3]
- Net social trust across Newark Town Centre (-11%) is also significantly lower than NSDC (-2%) and England (-3%) [4]

Number of reported crime cases per type in Newark compared to the England average 2024 (MHCLG Data Pack, 2025)



Sources: 1 (Results of the 2022 Resident Survey, Newark and Sherwood District Council, 2022); 2, 3 and 4 ('Safety, Security and Cohesion', Newark-on-Trent – Local Data Profile:, MHCLG, page 6)

Health and Wellbeing Challenges

Newark faces several health and wellbeing challenges that impact the overall quality of life for its residents. Key issues include higher-than-average rates of obesity and physical inactivity. Additionally, the Annual Population Survey highlights above average levels of smoking within the adult population of Newark, contributing to respiratory illnesses and other related diseases. This is reflected in a lower local healthy life expectancy, as shown on the graphs on the right.

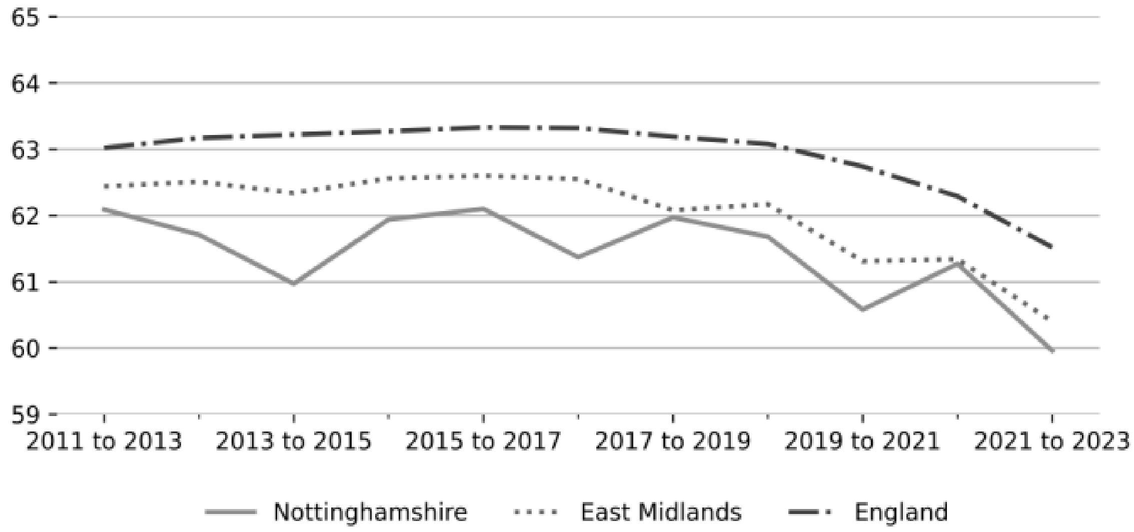
Mental health is another area of concern, with a rising number of people reporting stress, anxiety, and depression, reflected in above average suicide rates in both males and females in Newark.

Access to green spaces and opportunities for physical activity is limited in some parts of the town, ultimately contributing to lower levels of physical activity. Socio-economic disparities also play a role in the health challenges identified, as lower-income communities tend to experience worse health outcomes.

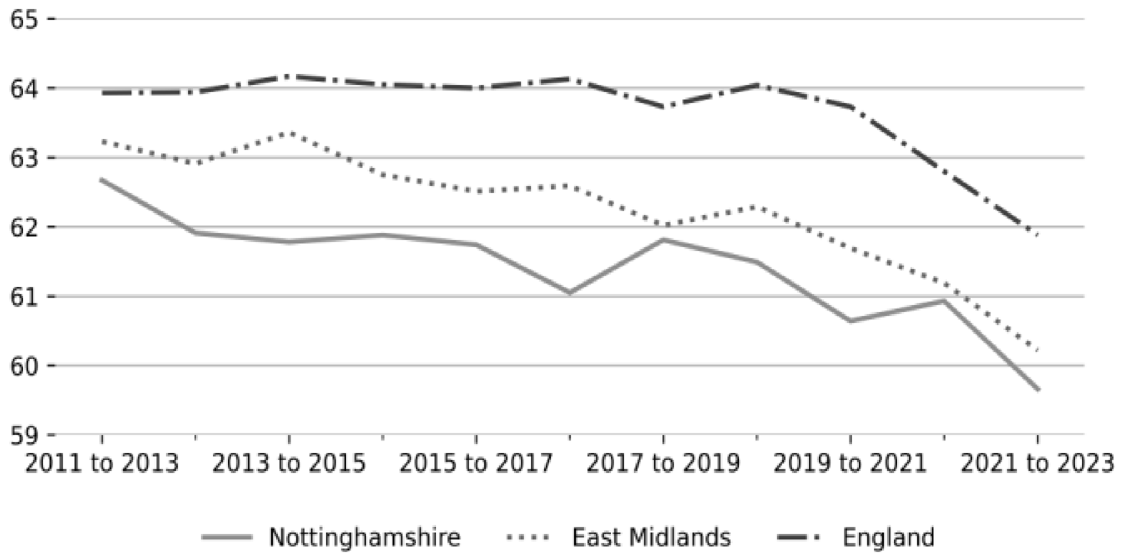
Key statistics include:

- When looking at Lower Super Output Areas (LSOA), neighbourhoods to the North, East and South of Newark rank within the top 20% most deprived LSOAs in the Health Deprivation and Disability Domain.[1]
- The percentage of physically active children and young people in the district sits at 44.7%, below the national average of 47.8%.[2]
- Meanwhile, the number of GP appointments per 1,000 patients in the district is 445.2, beneath the regional (512.2) and national (472.4) figures.[3]
- The rate of local suicides per 100,000 people in the district has been steadily rising since 2015 and is again above the regional and national averages.[4]
- Data from the Office for National Statistics (ONS) shows that healthy life expectancy across Nottinghamshire is 60 years for men and 59.7 years for women.[5]

Healthy Life Expectancy (Males) (2011-12 to 2021-23)



Healthy Life Expectancy (Females) (2011-12 to 2021-23)



Sources: 1 (English Indices of Multiple Deprivation, Gov.UK, 2019); 2 and 4 ('Health Report for Newark & Sherwood', Nottinghamshire Observatory, Nottinghamshire Observatory – Welcome to the Nottinghamshire Observatory); 3 and 5 ('Health & Wellbeing', Newark-on-Trent – local data profile, MHCLG, page 13); 4 ('Health & Wellbeing', Newark-on-Trent – local data profile, MHCLG, page 13)

Health and Wellbeing Opportunities

Creating healthier communities and addressing the identified life expectancy challenges in Newark, requires a multi-faceted approach. A focus on the building blocks of health such as improving housing, education, and employment opportunities, can reduce inequalities and contribute to improved life expectancy.

When considering capital investment opportunities, improving health and wellbeing in Newark could be targeted by investing in sports and recreational facilities such as access to funding for clubs and community groups. Secondly, improving parks and other recreational spaces such as the riverside area, would provide residents with accessible places to exercise, socialise, and relax, all of which are proven to contribute to better physical and mental health.

In addition to capital investment, there is an opportunity to build on the legacy of existing projects to support and strengthen local community cohesion and improve the overall wellbeing of residents. This may include continued investment in community events, and activities, providing opportunities for local people to get together and help combat social isolation. In doing so, there is a need to provide access to a range of community activities tailored to different demographics, to enable as many local people as possible to experience and access social and cultural opportunities within the area.

Through investment and funding for social action and volunteering projects, existing, and highly valued community groups and charitable organisations within Newark can build their capacity to expand or become more sustainable in the long-term. Many sports and social clubs and other community and voluntary sector groups are considered vital to the health and wellbeing of residents, but lack investment required to drive long-term sustainability or access necessary resources. Funding could also be provided to support and grow targeted healthy lifestyles and health awareness campaigns, as well resources to strengthen support networks. With these combined efforts, Newark could see improvements in both health outcomes and life expectancy.

Connectivity and Accessibility Challenges

Newark's connectivity is blighted by its capacity and traffic congestion remains significant for residents and businesses. The level crossing at the Castle railway line contributes to congestion, with more downtime as a consequence of enhanced frequency and use of rail services. Despite excellent rail connectivity, take-up is low. Similarly, bus provision is constrained by a lack of frequency and ticket coordination across operators.

Despite the presence of two major rail stations, and London within a 90-minute commute, there is still low rates of commuting. The longest journeys people take are generally for school or health care. The top place-of-work for residents is Newark, followed by Nottingham, Winthorpe and Lincoln.

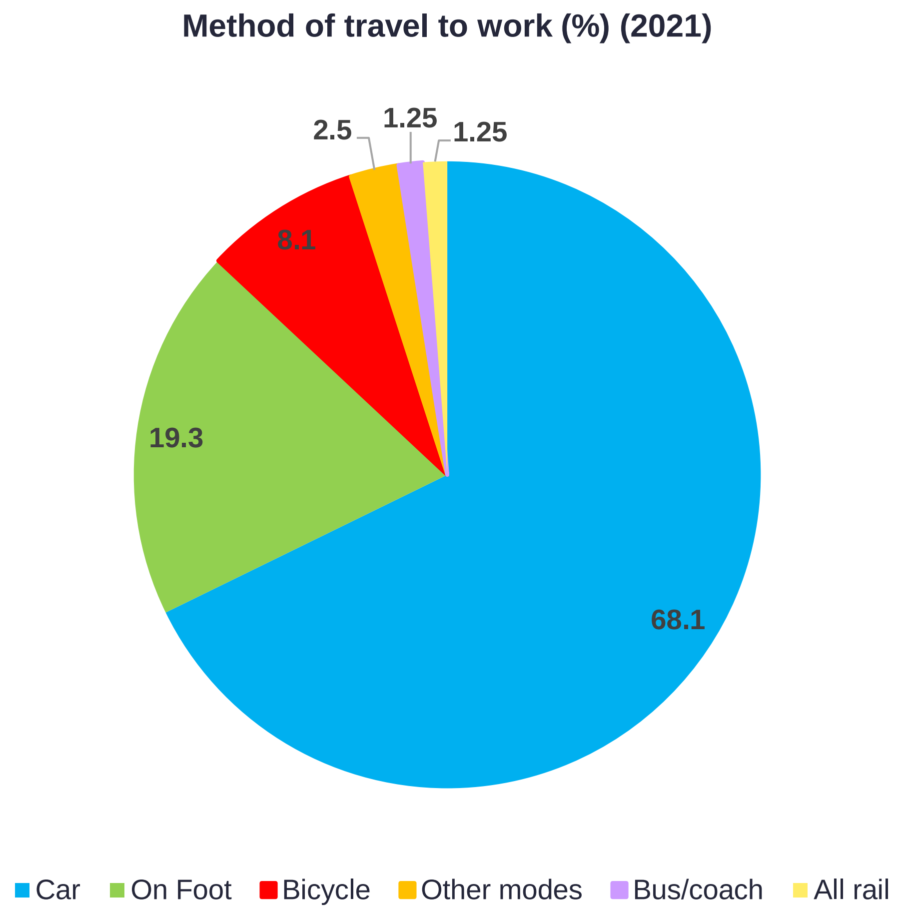
Many people who travel to Newark for work come from Lincoln. The links to Nottingham and Lincoln emphasise the importance of the A46 and East Midlands Line to commuter trends. Challenges to these links are congestion on the A46 and the Newark Flat Rail Crossing, which currently restricts the number of freight and passenger trains that can pass through per hour. The 2017 Midlands Connect Strategic Transport Plan refers to the need for further investment solutions such as grade separation which would improve the speed and frequency of rail journeys.

Newark has a relatively captive jobs market, with most residents working locally and large proportions walking or cycling to work, and an even balance between workers commuting in and out. This highlights the importance of investment in active travel routes, particularly for the working age population.

Additionally, when considering the current public realm offer within Newark, street furniture hasn't been at the forefront of designs and therefore benches are fairly limited in several locations across the town. Similarly, as there is an ageing population in Newark, having limited 'rest points' across the town is key when making decisions relating to active travel.

Key statistics include:

- 19.3% of residents in Newark travel to work on foot, whereas the England average is 11.2%.This suggests more people in Newark are employed locally and therefore investment in active travel for commuting purposes, is key.[1]
- Cycle commuting rates within Newark are also above the England average, with 8.1% of local residents using as their method of travel to work, reinforcing the need for continued investment in active travel routes.[2]
- In 2021, 45% of households in Newark had one car, while approximately 26% of households owned no car at all. [3]



Sources:[1]: 'Transport and Connectivity (1/2)', Newark-on-Trent – local data profile, MHCLG, page 10 [2] 'Transport and Connectivity (1/2)' Newark-on-Trent – local data profile, MHCLG, page 10; [3] 'Built Up Areas – Environment',

Connectivity and Accessibility Opportunities

Expanding and improving walking and cycling infrastructure, such as dedicated cycle lanes and pedestrian-friendly pathways, would encourage more sustainable and healthy modes of transport. Creating safe, accessible routes that connect key areas of the town including residential neighbourhoods, schools, parks, and transport hubs would make it easier for people to choose walking or cycling over driving. This would complement the work developed through the TIP to deliver the 20 Minute Cycle Town scheme, through the recent addition of Brompton Bike hire across the town. Further investment, or the promotion of similar initiatives would help to reduce traffic congestion, often experienced within areas of the town such as the nearby Castle Train Station whilst also helping to improve air quality. Moreover, an increased take-up of active travel initiatives is likely to have a positive impact on local healthy and wellbeing challenges, through regular participation in physical activity.

In addition to active travel investment, through upgrading public transport options such as increasing bus frequencies, expanding routes to underserved areas, and improving links to nearby cities like Nottingham and Lincoln, commuting would become more convenient and attract businesses to the area. This is particularly relevant when paired with the potential opportunities raised relating to developing an improved evening economy in the town, including additional transport in and out of the town to nearby areas, during social hours.

In 2024, the Secretary of State for Transport approved a Development Consent Order (DCO) for the A46 Newark Bypass scheme. The scheme comprises on-line widening, to the north of the existing route, for most of its length between Farndon roundabout and the A1 followed by a new section of offline dual carriageway proposed between the A1 and Winthorpe roundabout, where the new dual carriageway ties into the existing A46 to the west of Winthorpe roundabout. This project will support existing regional and local connections with improved access to the town, employment, homes, study and use of the town centre, helping to address the challenges identified through additional public investment.

Employment and Skills Challenges

Newark faces several employment and skills challenges that impact its economic growth and the quality of life for its residents.

A key issue is the limited diversity of local employment opportunities, with a heavy reliance on industries including manufacturing, logistics, health and social care. This can, at times, create a mismatch between available jobs and the skills of the local workforce, leading to underemployment, or workers being unable to secure roles that match their qualifications.

In addition, a large proportion of the local population lacks the advanced qualifications or technical skills needed for higher-paying, skilled jobs. This also, at times, leaves many residents stuck in low-wage or manual labour roles.

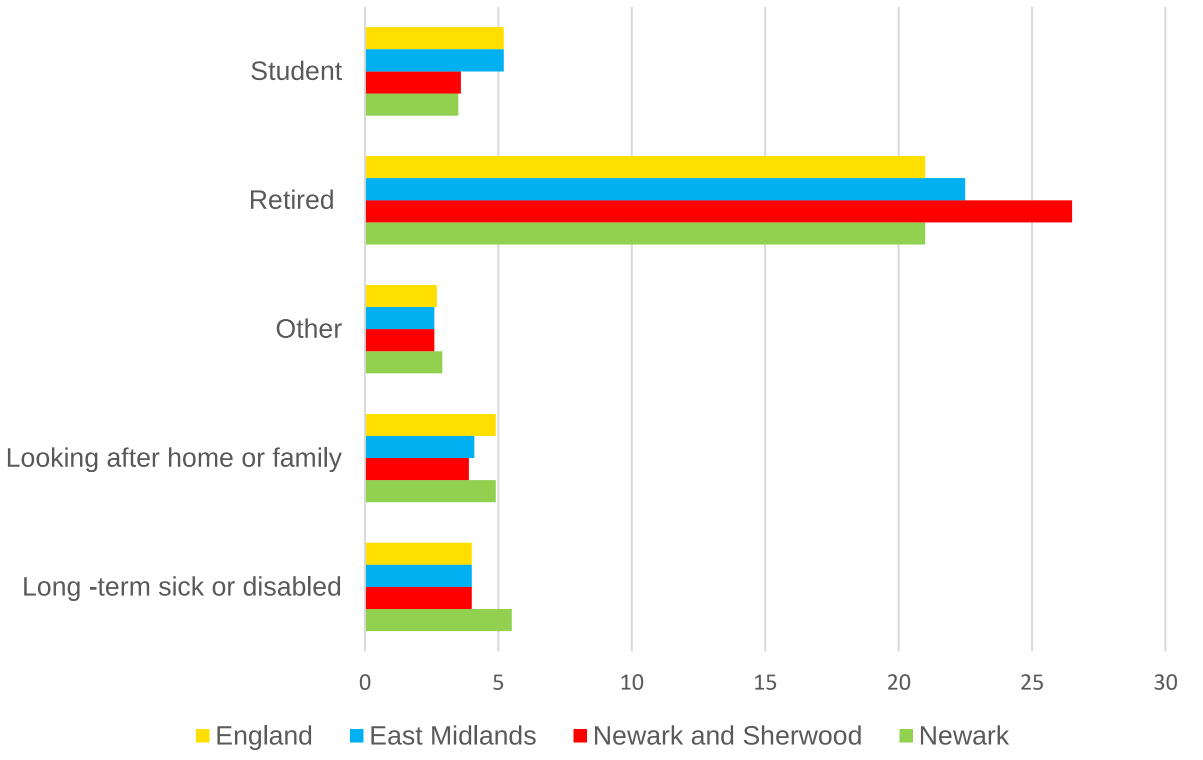
Indicator	Newark	Newark and Sherwood	East Midlands	England
Gross Value added per job filled (£) (2022)	49,420	47,449	52,889	62,751
16-64 year olds with level 3+ qualifications (2021)	45.7	52.5	53.4	56.6
16-64 year olds with no qualifications (2021)	16.3	12.3	13.0	12.4
Employment rate (age 16 to 64) (%) (2021)	72.7	73.3	71.5	71.0
Unemployment rate (age 16 to 64) (%) (2021)	4.5	4.0	4.8	5.4

Sources: 'Education, Work, Productivity and Skills' Newark-on-Trent – local data profile, MHCLG, page 9

People in Newark may struggle to access higher education or vocational training, often due to financial, social or health barriers, further contributing to the local skills gap. This is highlighted through the lower than average percentage number of local students, as well as the proportion of people who are long- term sick, or looking after family, in comparison to the East Midlands (as shown on the graph below).

As a result of this skills gap, the town faces difficulty in attracting employers who require a skilled workforce and residents find it harder to secure jobs that offer career progression or job stability. Addressing these challenges requires investment in education, skills development programmes to help residents adapt to changing job markets and improve their long-term economic prospects.

Proportion of the working age population that are economically inactive, by reason (2021)



Key statistics include:

- Unemployment is at 3.8% in Newark, and falls just below the national average of England at 3.9%.[1]
- Skills are a challenge, 45.7% of Newark's residents have a Level 3 qualification (undergraduate degree), this is 10.9% lower than the England average. In contrast, 16.3% of the population over the age of 16 reported having no qualifications, in comparison to England's average of 12.4%.[2]
- Newark suffers from high levels of deprivation, when looking at the Employment and Skills metrics of the Indices of Multiple Deprivation (IMD), several neighbourhoods located in Newark are among the top 10% most deprived neighbourhoods in England in terms of skills and employment.[3]
- High paid skilled work is a challenge - Newark has a lower proportion (10.5%) of employees in the highest skilled occupations, Managers, Directors and Senior Officials, compared to England (11%). But a higher proportion of employees in elementary occupations (13.2%) compared to England (9.1%).[4]
- The leading employment sectors across Newark include Transport and storage sectors (10% of jobs), manufacturing (12.2%), health (12.2%), retail (14.3%) and accommodation / food services (14.3%).[5]
- Over 30% of LSOAs in Newark are in the top 20% most deprived in England in terms of Education, Skills and Training.[6]
- Median gross annual earnings in Newark and Sherwood are higher than in Nottinghamshire, but lower than the England average.
- There is a £3,107 difference between resident and workplace earning in Newark and Sherwood, suggesting that people who commute into Newark for work typically earn less than residents.[7] It could also suggest that residents are going outside of the district to work.

Sources: [1, 4, 5 and 7] Labour Market Profile – Newark and Sherwood, NOMIS (Labour Market Profile - Nomis - Official Census and Labour Market Statistics) (2025); [2] 'Education, Work, Productivity and Skills' Newark-on-Trent – local data profile, MHCLG, page 9 ; [3] IMD, 2019; [6] 'Deprivation', Newark-on-Trent – local data profile, MHCLG, page 16

Employment and Skills Opportunities

To tackle the skills-related deprivation identified in Newark, it is crucial to increase access to quality education and training opportunities for disadvantaged groups. Providing targeted support for young people, such as apprenticeships and vocational training programmes can help bridge the gap between school and the workforce. Similarly, through local programmes to engage economically inactive residents and those furthest away from the labour market, there is the opportunity to help combat some of the employment and skills related barriers identified. A significant proportion of this work has started through existing local investment, with delivery outcomes evidencing the ability to help combat the identified challenges.

Further investment could include offering bespoke and place-based provision for individual communities within the defined PiPP boundary, with a focus on clusters or areas experiencing high levels of economic inactivity, or young people not in education, employment or training. Activities such as alternative education and volunteering schemes for young people as well as accessible job clubs, are proven to help address the challenges identified, however currently limited in scale due to investment needs. This could therefore be extended and built on, to accelerate local impact.

In addition to supporting those furthest away from the labour market, there is the opportunity to encourage further collaboration with local businesses to offer hands-on learning and mentorship opportunities. This would help residents gain the practical skills needed in high-demand sectors and to up-skill and re-skill the existing workforce. In turn, this would assist advancement into higher paid jobs and an improved overall quality of life, particularly in emerging fields like digital technology or green industries. By prioritising these initiatives, Newark can help break the cycle of skills-related deprivation and provide residents with better opportunities for economic mobility.

Through continued collaboration with key education providers, colleges, schools and universities within the area, Newark can help build on the work undertaken to date to connect skills gaps and key employment sectors, with local people. Likewise, through collaborative and expansion opportunities related to valued employment and education sites, local partners can continue supporting an ecosystem that fosters skills development, improves employability and ultimately helps to lift residents out of skills-related deprivation.

4.3 Market Failures

There is strong evidence for a case for change across Newark, however several reasons as to why certain interventions cannot be delivered without public sector intervention. These reasons are known as ‘Market Failures’.

Market Failures occur when the private sector or general investment market alone cannot solve some of the issues and challenges. This is when public sector intervention, in the form of funding or activity, can help to deliver wider benefits, while not hindering, but rather improving private investment and market competitiveness. In Newark there are several Market Failures, including:

Co-ordination & Scale failures

A typical market failure in town centres relates to the complex ownership structure of properties with multiple small ownerships, leasehold and freehold issues, access and servicing issues. In Newark there is an added complication relating to the heritage nature of many buildings, as well as pedestrianisation which creates complex challenges. To make significant changes requires a coordinated effort from multiple stakeholders. The private market alone cannot respond and it requires a coordinated effort led by the public sector including policy and strategy interventions and funding.

Imperfect Information

Banks and financial institutions base development finance rates off the back of evidence of market performance. Sales prices and level of investment are all factors which are considered. In areas which have had limited investment, and have seen poor price performance, this can result in further stifled investment and finance. This can be despite underlying fundamentals suggesting potentially high returns and strong demand.

Most town centres face this issue when it comes to flatted development, which will generally have weak price comparison, despite potential high demand. This is the case in Newark, where data or imperfect information can limit private sector investment. Public sector support is needed to unlock opportunities and prove a concept or scale of demand.

Negative Externalities

Vacant sites have consequences for perceptions of crime and safety and can also impact demand for local commercial operations and the cost to serve buyers in a variety of markets. In Newark, vacant sites have led to declining footfall and contributed to ASB and crime in the town centre. This can create a cycle of decline whereby further investment is stifled, and conditions get worse. Redevelopment (supported by public funding) can deliver positive externalities (i.e., supplementary benefits from economic activity which accrue to society) which can help to transform a towns fortunes.

Public Goods

The public realm, key assets such as the castle, churches, and the general historic fabric of the town area all public goods. For some they don’t have a market value, and we can't charge people from experiencing them.

For others, the high cost to maintain, improve or repurpose them for new uses would not be recovered by the values we could charge. This makes it unviable and runs the risk of stalling private investment and conditions deteriorating. Yet these assets, especially in Newark, are of national significance and need to be treasured. They give us one of the more remarkable and beautiful historic market towns in the UK. This situation results in heritage buildings falling into disrepair and not being brought back to productive use.

4.4 Community and Stakeholder Engagement Findings

Following the review of all data and knowledge presented earlier throughout this section of the plan various evidence driven challenges and PiPP investment opportunities can be identified for the area of Newark.

This includes local challenges relating to town centre, deprivation, crime and anti-social behavior, health and wellbeing, connectivity and accessibility, and skills and employment.

Whilst it is imperative that local PiPP plans are built on the data findings and evidence gathered, it is also essential that community views are incorporated within the process of establishing local priorities for the area, ultimately driving the direction of programme delivery. This includes undertaking meaningful engagement through a representative and iterative processes to help ensure plans are built on both evidence and the voice of the local community. Engagement should take place in a variety of forms, helping to target and seek views from as wider ranging number of community groups and demographics as possible.

With the above in mind, the community in Newark has engaged with the board and accountable body on various occasions over the past few years, and more recently to discuss their priorities for the area. This included engagement through a series of methods and platforms such as events, workshops, surveys, meetings and informal drop-in opportunities.

The table provided, notes the main community engagement to date regarding Newark investment priorities, and excludes discussions and meetings held with stakeholders and communities on an informal basis. Further details regarding the local PiPP engagement undertaken to date and findings, are available in Appendix A.

To summarise, over the past 4 years Newark has undergone more than 20 engagement sessions with over 9,000 people responding to surveys. This is equivalent to c. 30% of the Newark PiPP area population.

Type of Engagement	Community Group/Cohorts Represented	Date
Town Investment Plan (online survey)	• Residents • Businesses • Visitors	2020
Newark Residents Survey (online survey, in person survey, focus groups)	• Residents	2022
Newark Masterplan Consultation (online survey, in person workshop, market stall stand, focus groups, online workshop)	• Residents and businesses • Newark college and ESOL students • Town/District Councillors • Outer Newark residents • Young people • GRT community • Infrastructure providers	2023/2024
Business Baseline Survey (survey, workshop, focus groups)	• Businesses • Town Centre Partnership • Market traders	2023/2024
Beaumond House Engagement (in-person workshop)	• Day therapy patients	2024
Newark College Students (survey)	• College Students (16–19 year olds)	2024/2025
Newark Town Steering Group (in person workshops)	• Local community groups and charities • Public and private sector organisations	2020/2025
Professional Community Leads (online workshops)	• Officers and professional leads for resettlement and other underrepresented community groups, youth, elderly and vulnerable, homelessness, health and wellbeing, skills and employment.	2025
Zencity Survey (online survey)	• Residents	2025

The cross-cutting findings from all community engagement undertaken to date are summarised into 4 key themes, as shown below. This includes preferred investment activities or 'areas of need', as identified by the community.

TRANSPORT/CONNECTIVITY

- Reduce parking costs
- Address traffic congestion
- Maintain roads and pavements
- Improve and increase car parking
- Improve public transport & active travel
- Better mapping and signage (wayfinding)

72% of residents access the town centre by private car.
84% dislike the traffic & congestion in the town centre.
(A Place Strategy for Newark on Trent Survey, 2020)

LEISURE AND ATTRACTIONS

- More to attract families/young people
- Places people want to be and live
- Increase leisure activities and open space, opportunities to bring people together
- Investment in social capital and community facilities
- Create and improve the night-time economy
- Create experiences and events

<50% of residents use the town centre for entertainment/leisure.
C.80% of residents mention a need for improved leisure activities.
(A Place Strategy for Newark on Trent Survey, 2020)

HIGH STREETS AND REGENERATION

- Bring back shops and Market Place
- Bring heritage buildings back into use
- Improve riverfront and better connect it to the town
- Have a busy and vibrant town centre
- Greening of public spaces
- Cleaner streets
- Tackle vacant shops
- Regenerate the town centre
- Improve shopfronts

35% of residents used 'Vibrant' to describe future aspirations for Newark.
(Newark Masterplan Survey, 2023)

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SAFETY & SECURITY

- Tackle ASB and crime
- Challenge discrimination
- Improve the feeling of safety

64% of residents don't feel safe after dark
(2022 Resident Survey)

OTHER

- Increase apprenticeships and job opportunities
- Provide more health services (doctors & dentist)
- Provide better marketing for the town

Marketing was considered a priority by businesses in improving the town.
(Newark Business Baseline Study, 2023)

4.5 Local Pride in Place Interventions

To develop a high-level strategy for the PiPP investment over the next 10 years, the priorities identified through data and evidence are compared against the recurring themes demonstrated through community engagement and perception.

The joint priorities are grouped into the following key themes and interventions for the area as selected by the Newark Town Board from the available intervention list within the PiPP prospectus. The identified interventions and themes are shown in the table below alongside each of the PiPP objectives, demonstrating how the board will work towards the overall programme aims set by the UK Government.

PiPP Objectives	Priority PiPP Themes for Newark	Priority PiPP Interventions for Newark
THRIVING PLACES	Regeneration, Heritage and High streets	• Improvements to town centres, neighbourhoods, and high streets. • Creating and improving green spaces, community gardens, watercourses or embankments in the area, along with incorporating natural features into wider public spaces. • Support for arts, cultural, heritage and creative activities, projects and facilities and historic institutions that make up the local cultural heritage offer.
	Transport and Connectivity	• Support for active travel enhancements in the local area. • Funding for new or improvements to local road networks to improve access within and to the town.
STRONGER COMMUNITIES	Cohesion	• Impactful volunteering and social action projects to develop social and human capital in local place. • Capacity building and infrastructure support for local civil society, youth and community groups.
	Safety and Security	• Design and oversight of the built and landscaped environment to design out crime. • Interventions to tackle anti-social behaviour, crime and minimise reoffending. • Improved town centre management.
TAKING BACK CONTROL	Work, Productivity and Skills	• Support to improve awareness of, and access to local provision that moves people closer to employment. • Skills provision tailored to local opportunities and skills gaps.

The above PiPP interventions are expected to be taken forward as local priorities for programme delivery and may be refined and added to as the programme evolves and local plans develop throughout the funding period, to reflect the outcome of ongoing community engagement. This includes using the identified PiPP themes and interventions to inform the selection of projects for investment throughout the next decade.

4.6 Long-Term Outcomes

To achieve success within the PiPP over the next decade, it is essential that the board defines measurable long-term outcomes to monitor the impact of investment.

The table below provides examples of the locally intended long-term outcomes of the PiPP investment. These examples are based on the board's selected priority interventions, as set out in section 4.5 of this plan and precise evaluation metrics and measurable outcomes will be refined and reported throughout programme delivery in accordance with overall scheme monitoring requirements, set by the UK Government.

Example Outcomes		
Increased footfall in town centres	Increased resident pride in place and belonging	Reduced unemployment levels/increased local jobs created
Increased visitor spending	Improved resident healthy life expectancy	Increased productivity and investment
Increased number of residential units	Reduced crime rates and feelings of safety	Increased number of jobs safeguarded
Reduced retail vacancy rates	Increased number of community events	Increased number of people gaining qualifications, skills and licenses
Increased users of active travel routes	Increased members of community groups	Increased number of young people considered 'NEET' accessing skills support
Improved footpaths, public realm, cycle routes	Increased number of volunteers	Increased number of businesses created

4.7 Toolkit of Powers

The PiPP prospectus sets out a range of powers available to each board with support from the local authority. The Newark Town Board may draw upon some of these tools throughout programme delivery and examples of powers that may be adopted by the board are provided below, applied to some of the locally selected priority investment themes.

Regeneration, Heritage, High Streets and Cohesion

Earlier within this section of the plan, several challenges are presented in relation to Newark's Town Centre particularly surrounding vibrancy due to a loss of retail, increased vacancy rates and a lack of presence within the town. This results in various underused or poorly presented historic buildings within the town centre, requiring investment, or considered heritage at risk. When aiming to address these challenges, the board may look to draw on powers including Listed Building Consent Orders, Repairs Notices and Clean Up Notices to help improve the look and feel of the town for both residents, and visitors, and protect buildings for the future. Any adopted powers will be considered alongside the emerging Newark Town Masterplan and Design Code, helping to preserve the character and history of Newark's unique town centre, whilst also supporting new investment within the area.

Similarly, when aiming to encourage local community cohesion and a sense of togetherness, there is potential for the board to utilise the power of 'Assets of Community Value' and, or 'Community Assets Transfer Powers'. This can be an effective tool to enable the community ownership of assets, including buildings and land and can be a route to community empowerment, subject to further consideration with key partners and the local authority.

Transport and Connectivity

Transport and active travel investment is another key priority for the area, with the aim of improving connectivity and wayfinding. The board will continue to work closely with highways authorities when considering any local projects within this theme. In addition, any potential projects will align to local walking and cycling infrastructure plans, as well as work undertaken to date by Newark and Sherwood District Council in relation to identifying key local active travel routes.

Safety and Security

The board will continue to work collaboratively with local authorities, the police and other key partners to identify the most appropriate tools to utilise when addressing the local safety and security challenges identified. Examples could include the use of Respect Orders, or levers set out within the Anti-Social Behaviour, Crime and Policing Act 2014 and Licensing Act 2003.

5.0 Alignment With Other Programmes and Investments

5.1 Newark 2020 Town Investment Plan

The Newark Town Investment Plan (TIP) was created in 2020, as a 30-year vision for the town to be accelerated through £25m awarded through the UK Government's Local Regeneration Fund. The vision's focus is to make Newark a place that people and businesses:

- Choose as their destination of choice for learning and investment.
- Live and locate in green sustainable communities.
- Connect to sustainable transport within the town (within 20-minutes) to fulfil their daily ambition.
- Enjoy our heritage and open spaces and engage with the vibrancy of our town centre culture.

The strategy to deliver the comprehensive vision was set out via four pillars for change, including 1) Skills, Education and Business, 2) Connectivity, 3) Town Centre Regeneration and Culture and 4) Town Centre Residential.

In addition to the defined vision, the 2020 TIP evidence base previously identified the following key issues and opportunities for Newark:

Congestion - Traffic congestion remains significant for residents and businesses. The level crossing at the Castle railway line also contributes to congestion, with more downtime because of enhanced frequency and use of rail services. Despite excellent rail connectivity, take-up is low. Specialist assessment concluded that bus provision is constrained by a lack of frequency at peak times and during social hours, and ticket coordination across operators.

Crime and Anti-Social Behaviour - The other most important concern for residents; crime and anti-social behaviour continues to persist and is increasing. In one ward, the residents survey found only 65% of residents feel safe during the day (national average of 93%).

Social Mobility - Newark was previously the second least socially mobile place in Great Britain (State of the Nation, 2017). Whilst the majority of secondary schools are now rated 'Good' educational achievement of students remains below average. Secondary schools face the challenge of the 'Lincolnshire Drift' towards the 11+ streaming and grammar school system. There remain significant pockets of deprivation within the town, including wards within the 10% most deprived in England and Newark residents earn below their counterparts in other towns.

Housing and Employment Housing - Demand is high, as are prices compared to affordability. Over 7000 houses are being delivered to the south of the town over the next 15-20 years. Without enhanced physical and social connectivity, the negative current commuter trend will continue.

Town Centre - The town centre continues to suffer from retail decline. Visible and large footprint vacancies are accompanied by a trend for discount offers. Market confidence is low, reflected by the departure of national brands. Lease and repair tenancies lead to a high turnover of tenancies, with attractive buildings blighted by underutilisation. The town suffers from a lack of legibility and wayfinding, particularly between transport nodes and key attractions. Family and leisure offers are limited. There is little diversity in the night-time economy beyond a cinema and food and beverage establishments. Dwell time of visitors remains constrained, with a failure to maximise ancillary spend and overnight stays.

Following recent investment through the Local Regeneration Fund, Newark is able to demonstrate improvements and a series of positive outcomes in relation to the challenges described above and throughout the 2020 TIP. The PiPP presents a chance to continue to build on this work, addressing the key issues and opportunities identified for Newark through data, evidence and engagement.

The TIP helps set the foundation of plans for future town investment and when supplemented by additional recent data, engagement and insight, assists in forming the basis of plans developed through the PiPP.

The TIP provides several proposed solutions or opportunities for investment and growth within the area in relation to the challenges detailed including over 25 potential and pipeline projects within the town. With support from the Newark Town Board and other strategic partners, several of the identified projects have now successfully delivered or are in progress through grant from the Local Regeneration Fund or other investment streams. This work has resulted in a variety of high-quality and valued opportunities, outcomes and new experiences for local people and visitors that were not available previously. The projects successfully delivered, or in progress through the £25m awarded in 2020, are shown on the table provided.

The PiPP vision and plans will continue to build off the transformational step changes that have been made possible through UK Government funding and the 2020 TIP, linking closely with several of the projects that have been brought forward. This includes demonstrable links between the TIP pillars and the identified local PiPP aspirations, as detailed within section 3.3 of this plan. In particular, the data and engagement findings relevant to the PiPP demonstrate repeated links to the priorities set out within the TIP, particularly surrounding local skills gaps, town centre residential and regeneration, connectivity and wayfinding and safety and security.

As a result of these similarities, it is anticipated that the 10-year PiPP initiatives that may be prioritised by the board include some of the remaining proposals identified within the 2020 TIP, as well as more recently emerging, and pipeline projects. This will complement projects delivered to date, helping to achieve the overarching TIP vision and shared priorities identified by the community for the PiPP. Example initiatives within the TiP that could be taken forwards through the PiPP include a potential town centre residential conversion scheme, community space and public realm improvements, events, active travel, transport and wayfinding schemes and support for the growth of key employment and education sites.

Project	Summary
Redevelopment of 32 Stodman Street	The redevelopment of 32 Stodman Street (the former Marks and Spencer's) to create high-quality Town Centre residential living and new commercial and office space, creating activity and footfall.
Development of the Air and Space Institute	A new state of the art Air and Space Institute which will create new jobs locally and train the next generation of skills-matched aviation professionals with military and civil partners including pilots, engineers and ground staff.
YMCA Community and Active Village	Expanding the YMCA Newark and Sherwood Community and Activity Village by constructing a new home to sports and leisure facilities, music and art spaces, conferencing, a wellbeing and health delivery service suite, culinary training, outdoor skate park and an olympic climbing centre.
Castle Gatehouse Project	To enhance the experience of Newark's foremost historical asset and transform the Castle into a major attraction for residents and visitors alike.
Newark Construction College	New training opportunities for young people and retraining for adults in Newark with the intention of securing both employment and high qualifications within the construction sector for learners.
Newark Heart Project	Plans to drive and measure additional footfall and local spend through the repurposing of public buildings and spaces and an ongoing calendar of events and activities.
Newark Cycle Town	Working with a range of partners to transform Newark into a '20-minute town', giving people the ability to meet most of their everyday needs within a 20-minute walk, cycle or local public transport trip from their home.

5.2 Alignment with Local Plans and Strategies

In addition to the 2020 TIP, the table below summarises the key links between the future investment priorities identified through the PiPP (as detailed in section 4.6 of this plan) and activities identified within other existing local strategies. Alignment between the PiPP and local plans is key to ensuring strategies complement one another and to enable community partners to continue to work collaboratively towards a shared vision for the area alongside local, regional and national government partners.

Plan/Strategy	Context	Alignment with local PiPP plans
NSDC Local Plan Amended Core Strategy (LPACS) 2019	The NSDC Amended Core Strategy was adopted in March 2019. There are two key relevant objectives within this strategy for the Newark area: • To manage growth in and around Newark Urban Area and ensure that housing and employment growth are developed alongside appropriate infrastructure and facilities. • To promote, protect and enhance the character and qualities of Newark Town Centre as a place for retail, business, administration, entertainment and tourism.	The two key objectives identified within the LPACS align with the local priorities identified in this plan including: • Prioritising initiatives within the PiPP theme of regeneration, heritage and high streets, providing the opportunity to deliver transformational projects that support a diverse town centre for business, retail, tourism and entertainment. • Prioritising local investment in the PiPP themes of education and employment, safety and security and transport, enabling projects to be brought forward to improve local infrastructure and community facilities.
NSDC Community Plan 2023-2027	The NSDC Community Plan 2023-2027 sets out the Council's vision of 'Serving People, Improving Lives'. The plan includes 7 key ambitions for the wider area of Newark and Sherwood, supported by a series of detailed strategies to achieve each of the identified ambitions.	The local PiPP priorities set out in this plan, align to the core ambitions detailed within the Community Plan including: • A focus on town centre residential initiatives, helping to achieve ambition 2 through increasing the supply of housing within the town centre. • Encouraging transport and active travel projects, as well as educational and employment schemes aligning with ambition 1, helping break down barriers to accessing opportunities. • Supporting residents to access volunteering and social action projects as well as capacity building initiatives and events to bring communities together, reflecting ambitions 3 and 5. • Investment in town centre management or capital security projects, helping to achieve ambition 4, by reducing crime and anti-social behaviour.

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Plan/Strategy	Context	Alignment with local PiPP plans
Emerging Newark Town Centre Masterplan	The emerging Newark Town Centre (NTC) Masterplan identifies 6 themes for Newark Town including: 1) A Market Town 2) A Thriving Town 3) A Skilled and Creative Town 4) A Riverside Town 5) An Active and Accessible Town 6) A Town of Discovery	The emerging Masterplan is instrumental to developing plans for any potential projects within Newark Town Centre, funded through the PiPP investment. The board helps to inform the Masterplan, providing guidance to ensure its vision and focus remains aligned to the collective aspirations set for Newark. The Masterplan priorities are reflected within local PiPP plans through a particular focus on the UK Government's PiPP objective of 'thriving places' and the locally identified aspirations relating to town connectivity, vibrancy, places to live, work and participate in arts, culture and leisure, sustainable development and with the Market Place at heart.
Emerging Sustainable Economic Growth Strategy 2026-2031	The emerging Sustainable Economic Growth Strategy (SEGS) identifies the following priority areas for Newark and Sherwood: • Upskilling and reskilling into education or employment with a focus on young people and those with no qualifications. • Supporting people to become economically active. • Improving connectivity and infrastructure. • Focusing support around key sectors of the local economy, • Diversify Town Centres to make Newark and Sherwood an aspirational destination to visit and to work & live in.	The local PiPP vision includes a focus on improving the town centre and high street regeneration to help diversify the town for employment, residential and visitor purposes, as well as a focus on accessibility. Both these priorities link closely with the opportunities identified within the SEGS regarding improving connectivity and infrastructure for economic purposes. Further alignment between the two strategies is demonstrated through the local PiPP priorities identified relating to skills and employment where programmes may be brought forward to support people to access higher levels skills for in-demand sectors, assistance to access the labour market, as well as bespoke programmes and diversionary activities for young people considered NEET or socially excluded. This will all help achieve the objectives set out within the SEGS, reducing economic inactivity and increasing qualification levels.
Bassetlaw and Newark and Sherwood Community Safety Strategy 2024-2027	This strategy aims to clearly articulate the vision, priorities and objectives of the Bassetlaw, Newark & Sherwood Community Safety Partnership (CSP) over three years. The Plan identifies 5 key thematic priorities of: 1) Serious Violence (SV), Violence against Women & Girls (VAWG) & Domestic Abuse (DA) 2) Anti-social Behaviour (ASB) 3) Vulnerability & Contextual Safeguarding: Child Criminal Exploitation (CCE), Child Sexual Exploitation (CSE), Modern Slavery & Human Trafficking 4) Community Cohesion: Counter-Terrorism & Hate 5) Neighbourhood Crime: burglary, theft, vehicle crime	Local PiPP plans include a focus on improving safety and security, linking closely with the key priorities within the Community Safety Strategy as well as the Government's programme objective of 'Taking Back control'. The PiPP will provide the flexibility to support further investment within the 5 thematic priorities identified within the Community Safety Strategy, working with key partners to identify gaps in funding for priority initiatives that may be met through the PiPP investment. This could include opportunities to support further town centre management initiatives, as well as capital funding to help design out crime and anti-social behaviour.

5.3 Alignment with Other Funding Streams

In addition to recognising supporting strategies, it is important that local PiPP plans align to existing key investment programmes and funding streams to maximise value for money through the opportunity for additionality as well as addressing identified investment gaps. The table below provides examples of other major UK Government funding streams and their focus locally, with consideration of their influence upon the PiPP plans for Newark.

Fund	Alignment with local PiPP plans
Levelling Up Fund 1	£20m awarded towards the Southern Link Road project, as detailed in section 1.3 of this plan. There is an opportunity to build on the LUF 1 programme and other recent related investments by encouraging further active travel and transport improvements within Newark. This would complement the work in progress through the LUF 1 scheme and deliver on the local PiPP sub-objective of 'thriving places' by helping become a well-connected town. Additionally, further related investment would help to expand local work and education pathways through improved accessibility and infrastructure to key employment and study sites, relating to the PiPP objective of 'taking back control'.
Local Regeneration Fund	£25m awarded to Newark to support several pipeline projects, as identified within the 2020 Town Investment Plan (TIP). As detailed in section 5.1 of this plan, these projects link closely to the selected local PiPP priority themes of transport, town centre regeneration, heritage and high streets and education and employment. There is an opportunity to build on the projects supported through the Local Regeneration Fund, with a focus on remaining projects identified within the TIP, continuing to deliver on the local 30-year vision and the priorities identified for the purpose of the PiPP.
Safer Streets	Funding to improve the safety and security of the town and local area including investment in town centre alley gating, diversionary activities, entry systems for buildings, CCTV improvements and lighting, as well as neighbourhood watch and graffiti schemes. Further capital investment needs have been identified locally by key partners including improved lighting, CCTV, town centre management as well as potential revenue investment in continued diversionary activities. There is the opportunity deliver on pipeline interventions through investment from the PiPP, linking in with the priorities identified against resident safety and security, and supporting the local vision through alignment with the locally identified sub-objectives set out in section 3.3 of this plan, under 'strong communities'.
UK Shared Prosperity Fund/Adult Skills Fund	Over £5m awarded through the UK Shared Prosperity Fund (UKSPF) to Newark and Sherwood between 2022 and 2026. Fund priorities included investment against 3 core themes of skills, business support and communities and place. Projects delivered locally through UKSPF and the Adult Skills Fund (ASF) align most closely to the PiPP selected themes of work, skills and productivity, town centre regeneration and cohesion through support for business growth, employment and education programmes (including young people), and investment in community spaces to help build capacity. There is the opportunity to continue developing and enhancing these programmes through the PiPP, with a focus on capital interventions to complement existing or ongoing revenue schemes such as improvements to learning and community spaces. Equally, further revenue investment can provide the opportunity for additional courses delivered through a place-based approach, offering tailored delivery to meet the needs of individual communities or more deprived areas within Newark.

6.0 Match Funding and Leveraging Investment

6.1 Securing Match - Funding and Investment

In order to attract opportunities for private, public, and philanthropic investment, the board and project leads will endeavour to maximise funding for any proposed projects taken forward through the PiPP.

It is intended that for each project considered by the board for the PiPP investment, the project lead will source match-funding where possible and appropriate. This will help expand the benefits and return on investment, enhancing the impact of initiatives supported through the PiPP and the overall value for the local community. Through developing a robust project appraisal process requiring either a minimum match threshold or the appraisal of projects partially based on match contributions, the board can leverage match-funding throughout the PiPP delivery.

Ongoing consideration and knowledge of alternative funding sources, grant cycles and investment solutions is key to delivering and selecting projects through the PiPP therefore the board will continue to work closely with local authorities and key funders to maintain an awareness and understanding of additional grant opportunities.

The level of match should be addressed in relation to the nature of the grant and the initiative considering both appropriateness based on local context and factors such as the UK Subsidy Control Regime and potential market failures.

Project leads will be required to draw upon their existing connections and networks across Newark and surrounding areas to seek external funding. Likewise, where there is joint alignment across interventions, there is the opportunity for project leads to work collaboratively to accelerate project delivery.

There are a number of large-scale businesses within Newark which could be targeted to source grants or link up with via CSR (Corporate Social responsibility) frameworks to further strengthen and leverage investment. Examples of some of the largest local businesses (by employees) who should be considered in the first instance are shown on the right.

Organisation	Grants/Funds/Initiatives
Boots	• Boots Charitable Trust supports projects in home county of Nottinghamshire, focus on health, learning, community development and social care.
Sytner Group	• Giving back programme to support local charities. • 10,000 interns programme offering paid work experience, training and development.
Frasers Group	• CSR focussed on people, health and safety, the environment and community.
experian.	• Financial donations are made to support community groups and charities with a focus on people, environment and integrity.
next	• CSR promotion of health, education environmental protection, education of inequality and diversity. Provides charity donations.
Barratt Developments PLC	• CSR focussed on placemaking and people, partners with RSPB, supply chain sustainability school and Green Building Council.
TP Travis Perkins	• CSR focussed on people, partnerships and environment, work closely with VIY charity supporting young people to gain skills.
TESCO	• Community champions budget for community groups and events. • Stronger starts initiative providing funding to community groups and schools for food poverty and support for young people.
PENDRAGON	• Generates community involvement through local businesses and charity fundraising.

7.0 Community Engagement and Involvement

7.1 Board Background and Membership

Purpose

Following the announcement of the PiPP in Spring 2025, it was agreed that the Newark Town Board will oversee the programmes delivery within Newark, acting as the local community led board. This includes working closely with Newark and Sherwood District Council as the accountable body to develop this Regeneration Plan.

The Newark Town Board was first established in 2020 to provide strong and visible leadership for Newark, challenging partners to increase their ambition of what can be achieved collectively and acting as advocates for the town.

The board oversees key projects within the TIP, accelerated through £25m awarded to Newark through the Local Regeneration Fund in 2020, and is experienced at, and responsible for, working with communities and local stakeholders to make key investment decisions for the area and monitor the delivery of selected projects.

The Newark Town Board operates as the vehicle through which the vision and strategy for the town is defined, with a responsibility of engaging with and representing the local community and partners to identify investment priorities for Newark.

The board will bring together residents, local businesses, grassroots campaigners, workplace representatives, faith, and community leaders and those with a deep connection to their area.

Newark and Sherwood District Council (NSDC) acts as the accountable body for the programme with responsibility for ensuring that public funds are distributed fairly and effectively, and that funds have been managed in line with the Nolan principles and Managing Public Money principles. This includes compliance with legal responsibilities in relation to Subsidy Control and procurement as well as maintaining a role as advisors to the board. Whilst NSDC provides a level of strategic support to the board, the board operates independently from the accountable body and is responsible for making its own investment decisions for the future uses of up to £19.5m of the PiPP funding.

Membership

The local Newark Town Board comprises private, public and community sector partners, maintaining a shared vision to encourage Newark to fulfil its potential for businesses, residents and communities.

Currently, local board membership includes but is not limited to:

- Local education providers
- Community and voluntary sector groups as well as charitable organisations
- Local police representatives
- Business, investment and retail representatives
- Town, district and county council representatives
- Leisure and entertainment representatives
- Tourism and heritage representative

Local board membership requirements are driven through programme conditions, recognising the objectives set out within the scheme prospectus, as well as local context and the unique needs and opportunities for the area.

Each membership cycle will operate for up to 3 consecutive years, at which point all members may re-apply to continue their membership. Further members may be invited or apply to join the board in between membership cycles, on occasion.

The board's Local Assurance Framework (LAF) defines the current membership of Newark Town Board, as well as the process for future membership cycles, and the roles of potential substitute members.

7.2 Long-Term Community Engagement

Securing buy in for local businesses, civil society and communities is essential to developing plans through the PiPP. In doing so, Newark Town Board has identified various activities, processes and techniques to achieve this objective.

Firstly, the board will develop a long-term community engagement strategy, setting out processes for engagement with the wider community, throughout the next decade. This plan will be refined and reviewed regularly throughout the 10 year-delivery period, responding to the findings and feedback from community engagement. This will include bespoke engagement methods, recognising the need to adapt the approach to suit the relevant audience to undertake meaningful interactions. Engagement will take place at a programme level, as well at times, on a more day to day basis, such as community input to help shape and influence specific elements of a projects scope and delivery.

Secondly, with the use of capacity funding, the board has provided dedicated resource to facilitate community engagement, capacity building and provide support for community groups to participate in the programme. The board will continue to work closely with officers, advisors and human resource available to deliver the PiPP, in a manner that includes community groups, businesses and residents.

Section 8.1 of this Plan sets out the governance structure surrounding the Newark Town Board, with supporting stakeholders and community groups. In particular, the Board works closely with the established 'Newark Town Steering Group', consisting of over 40 community, public and private sector partners. This group acts as a mechanism for stakeholder consultation, helping shape and influence local investment priorities and key decisions taken by the board, through their unique local knowledge and expertise. The Newark Town Steering Group's meeting arrangements are specifically defined within the board's Local Assurance Framework.

The local PiPP plans encourage Newark's community and key stakeholders to participate in the direct delivery of scheme interventions. This includes plans for potential grant opportunities within the first investment cycle, aligning with the locally selected PiPP priorities and interventions. This could enable community groups to apply for funding, deliver interventions and work directly with local people to drive forward the desired changes for Newark. Project promoters will also be encouraged to address community engagement within grant proposals, demonstrating how projects meet the objectives and priorities raised by the wider community.

8.0 Governance and Assurance

8.1 Governance Structure

The Newark Town Board recognises the importance for plans to be built based on community engagement and real-life experiences and is therefore committed to operating through a governance structure that effectively encourages the local community to feed into the decision-making process.

A visual example of the board's governance structure, is shown on the right.

Through additional engagement with stakeholder and advisory groups, the board works closely with partners and Newark and Sherwood District Council (NSDC), across a variety of thematic areas, to identify local strategic investment priorities for Newark. This includes creating new groups as well as utilising existing platforms that align to the various themes set out within the PiPP prospectus to engage a range of partners and local subject experts. An example of this includes the opportunity to engage with the local Employment and Skills Board where advice and guidance may be sought for skills and employment related challenges, or investment priorities.

As demonstrated on the diagram provided, the board, at times, will also undertake direct engagement with the community, residents and businesses to help gather insight and feedback to inform local investment plans, with the aim of meeting their individual needs as funding beneficiaries.

Community engagement may take place in various forms including surveys, meetings, workshops, events, focus groups and interviews and the approach to engagement will be tailored to the relevant needs of the audience or participating community group. This helps to ensure that engagement with the board is accessible and encourages as many different members of the community as possible to be part of the process of informing local plans.

In addition to acting as the accountable body and as a board advisor, NSDC may, at times, act as project lead, driving forward projects on behalf of the board and wider community, where appropriate and recommended.

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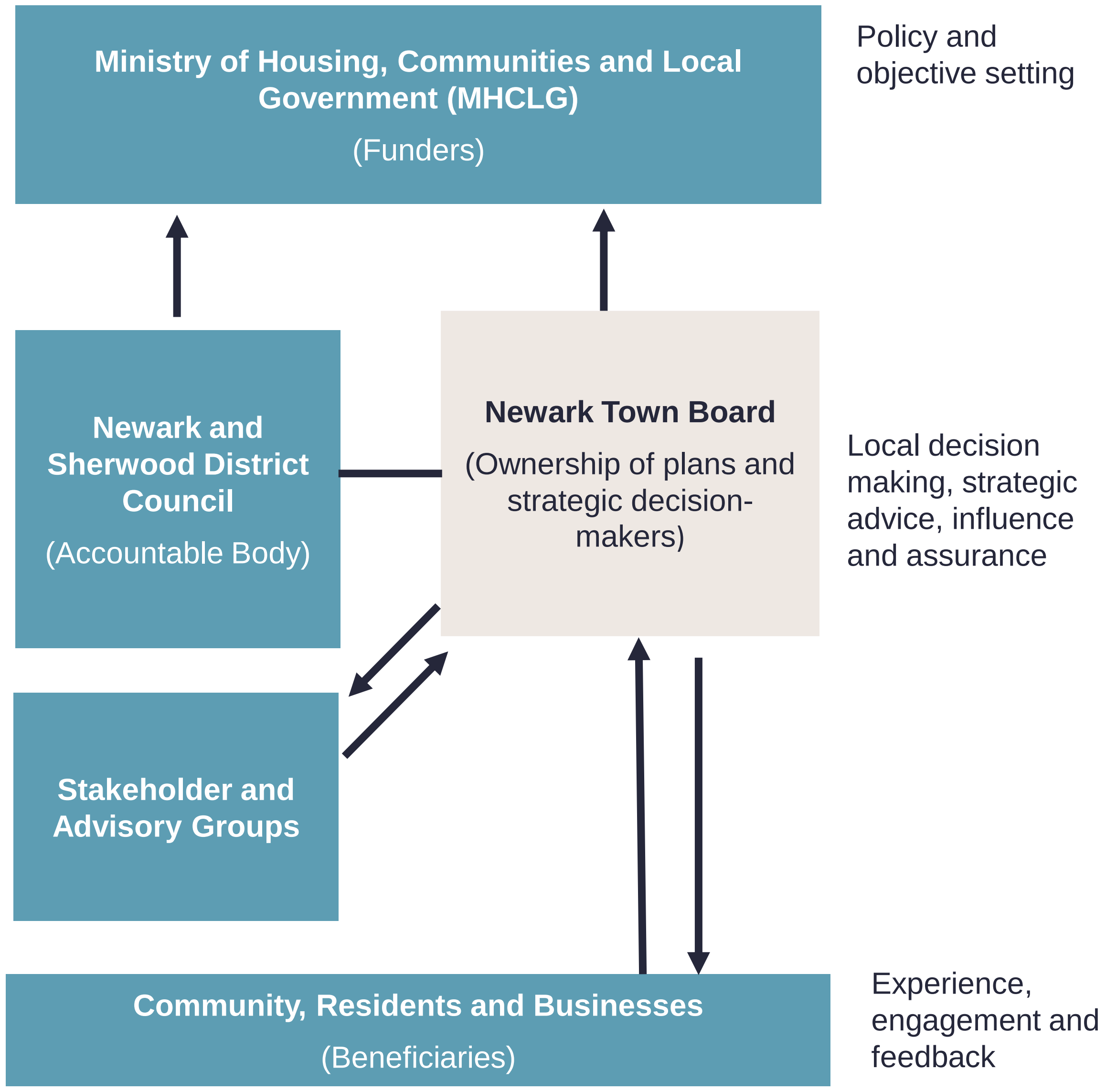
Local Governance Structure
(Newark Town Board)



8.2 Transparency and Assurance

The Newark Town Board is fully committed to ensuring the highest standards of governance, accountability and transparency across all aspects of its activities.

The board operates by a Local Assurance Framework (LAF), monitored and overseen by the accountable body, through the Section 151 Officer.

Newark and Sherwood District Council (NSDC) is the accountable body for the PiPP therefore has responsibility for ensuring a LAF is in place, meets the standards set out by the Ministry of Housing, Communities and Local Government (MHCLG) and that all funding decisions and board operations are made in accordance with it. This includes maintaining oversight of the programmes delivery to ensure compliance with the PiPP prospectus and monitoring progress with the board and central government.

The PiPP will be managed in accordance with the LAF and board advisors, project leads and members will adhere to the Nolan Principles of managing public money.

Any projects selected for funding through the PiPP, will be subject to assurance requirements to demonstrate value for money for scheme investment. The board's updated local approach to assurance includes a threshold-based model to business case requirements, with the highest value, and most complex of projects usually requiring Full Green Book Standard Business Cases.

Any required business cases will be assured or reviewed independently to maintain the level of transparency necessary throughout the process. Whilst the assurance is based on a series of value considering and deliverability factors, generally, projects that do not demonstrate a positive BCR above a set threshold, are unlikely to be taken forward for PiPP investment.

In addition to assurance processes outlined within the LAF, full transparency is represented throughout the board's decision-making processes, with the requirement for all members to adhere and sign up to the Register of Interest Policy and Code of Conduct. This includes the requirement for member declarations of any potential conflicts of interest associated with key recommendations or decisions taken by the board. This information is managed throughout the decision-making process and all returned forms are to be held by NSDC as the accountable body.

In accordance with the PiPP prospectus, the board will meet on a minimum of a quarterly basis with more frequent meetings held as required.

The board will publish:

- a documented decision-making process, outlining the voting rights of the board
- profiles of board members
- all board papers in advance of the meeting within 5 working days
- draft minutes of meetings following the meeting within 10 working days
- final minutes, once approved by the board within 10 working days
- any conflicts of interest reported, within the published minutes

NSDC is committed to providing a secretariat to the board. The secretariat is responsible for the operations of the board, ensuring that members adhere to the established terms of reference and that ways of working follow the associated governance and transparency requirements.

The Newark Town Board's full operations including transparency and assurance arrangements, declaration of interests and code of conduct are defined within its Local Assurance Framework.

8.3 Project Selection and Monitoring

Projects receiving the PiPP investment will be selected by the board based on the priorities outlined within this plan. Where agreed, projects may be delivered through commissioning and procurement by the accountable body on behalf of the board or led by partner organisations through grant awards. Where a proposal requires the provision of programme grant funding to a recipient, the award will follow a selection process as the default approach to providing grants. This ensures a fair and open approach to awarding grants, in accordance with the UK Government's Grants Functional Standard.

Prior to a grant selection process, a criteria and appraisal mechanism will be agreed by the board upfront and shared with potential applicants. The specific criteria will be developed to reflect the overall aims and objectives of the relevant grant scheme however examples of the factors to be considered include the projects' ability to deliver the PiPP objectives and the specific local vision and priorities, match funding available, project readiness and deliverability, demonstration of community engagement, and consideration of wider environmental, equality and diversity implications. Applications will be scored independently with final awards subject to the supporting assurance process such as the potential development of business cases (in accordance with the LAF).

Following completion of the initial assurance process, the relationship with individual project leads will be governed by grant funding agreements between the accountable body and relevant organisation. Grant recipients will be obliged to follow the code of conduct based on the Nolan Principles and adhere to all conditions set out within the grant agreement, including transparency and compliance against the UK Subsidy Control Regime and Public Contract Procedure Rules. The funding agreement will include an agreed set of outputs and outcomes, as well as financial and risk related reporting to both the accountable body and board to track progress. Regular updates will be provided to the board to monitor progress of each project and ensure ongoing compliance.

Competitive Grant Selection Process

8.4 Wider Considerations

Environmental Impact

The Newark Town Board will consider environmental impact in the design and delivery of the local PiPP, including its environmental duty when implementing the Regeneration Plan and the selection of projects.

Firstly, the board has considered existing environmental and sustainability challenges as a part of a socio-economic baseline review. This drew on evidence from the Environment Agency[1] and showed that Newark and Sherwood ranks 6th for overall environmental inequality across Nottinghamshire. This highlights that the district needs to improve on reducing exposure to chemicals, increasing engagement with the environment, and minimising waste.

Secondly, the board endeavoured to include an Environment Agency representative as an advisor to the Newark Town Board, providing advice and guidance to support the board in its strategic decision making. This helps to ensure environmental impacts are considered as part of discussions and proposals for potential sustainability interventions were collated and addressed.

Thirdly, environmental and sustainability priorities will be factored into the project selection and assurance process. This includes the requirement for projects to recognise, and appropriately and proportionally address environmental implications, in order to draw down funding.

Equality, Diversity and Inclusion and Public Sector Duty

The Newark Town Board will consider how the PiPP projects will improve the economic, social, and environmental well-being of the Newark area, how equality issues are considered and how such improvements can be secured in town investment projects. Likewise, the board is encouraged to consider equality, diversity and inclusion implications that may be associated with any selected programme plans or local activities.

At a project level, each 'high-value' project as part of the Green Book Business Case should include details of how it meets the government's clean growth principles and Public Sector Equality Duty. For all other project proposals and grant applications, project leads will be required to demonstrate how equality, diversity and inclusion implications are considered and addressed through project design and delivery, and this will be appraised and considered by the board, prior to the release of any funding.

The board seeks to ensure through its processes set out within the LAF and its community engagement methods, that it operates in a way that is considered representative and accessible, including seeking views from as much of the community as possible throughout planning and delivery.

[1] *Adaptive Investment for Growth, Environment Agency, July 2023.*

9.0 Appendices Summary

Newark TOWN BOARD

9.0 Appendices Summary

Appendix A: Community Engagement Findings Summary Pack
Provides a summary of key targeted community engagement exercises undertaken and findings, as referenced throughout section 4 of this plan.

Appendix B: MHCLG Data Pack 2025
A copy of the MHCLG Data Pack 2025, as referenced throughout section 4 of this plan is available here.

Appendix A: Community Engagement Findings Summary Pack

Community Engagement Background

Following the review of all relevant data and knowledge gathered, and as presented throughout the Regeneration Plan, various evidence driven challenges and investment opportunities for Newark can be identified. This includes needs relating to town centre, deprivation, crime and anti-social behavior, health and wellbeing, connectivity and accessibility, and skills and employment.

Whilst it is imperative that local PiPP plans are built on the data findings and evidence gathered, it is essential that community views are sought to establish local priorities for the area. This includes undertaking meaningful engagement through a representative and iterative process to help ensure plans are built on both data and the voice of the local community.

The community in Newark has been engaged on various occasions over the past few years, and again more recently to discuss their priorities for the area. This includes a series of methods to engagement such as events, workshops, surveys, meetings and informal drop-in opportunities.

Over the past 4 years Newark has undergone more than 20 engagement sessions with over 9,000 people responding to surveys. This is equivalent to c. 30% of the Newark PiPP area population.

The table provided summarises the main community engagement exercises undertaken to date regarding Newark investment priorities, and excludes informal discussions and engagement held with stakeholders and communities on an ad-hoc basis.

Type of Engagement	Community Group/Cohorts Represented	Date
Town Investment Plan (online survey)	• Residents • Businesses • Visitors	2020
Newark Residents Survey (online survey, in person survey, focus groups)	• Residents	2022
Newark Masterplan Consultation (online survey, in person workshop, market stall stand, focus groups, online workshop)	• Residents and Businesses • Newark college and ESOL students • Town/District Councillors • Outer Newark residents • Young people • GRT community • Infrastructure providers	2023 /2024
Business Baseline Survey (survey, workshop, focus groups)	• Businesses • Town Centre Partnership • Market traders	2023/ 2024
Beaumond House Engagement (in-person workshop)	• Day therapy patients	2024
Newark College Students (survey)	• College Students (16 to19-year-olds)	2024/ 2025
Newark Town Steering Group (in person workshops)	• Local community groups and charities • Public and private sector organisations	2020/ 2025
Professional Community Leads (online workshops)	• Officers and professional leads for Resettlement communities, GRT and other underrepresented community groups, youth, elderly and vulnerable residents, homelessness as well as leads for health and wellbeing, skills and employment.	2025
Zencity Survey (digital survey)	• Residents	2025

Name of Engagement	Topics covered	Engagement Groups	Form of Engagement	No. of Responses/ attendees	Date of Engagement	Key Findings or Priorities Raised
Town Investment Plan - Newark Place Strategy	• Existing town centre usage • Likes/Dislikes within the town • Improvements needed within the town	• General public • Newark town and parish council • Newark council members • 16-24 • 75+ • Unemployed residents • Digital business	Online survey	1,805	May - June 2020	• Improve traffic and congestion • Make the town safer • Bring heritage buildings into use • Improve the links with the river • Introduce free parking
2022 Resident Survey	• Improvements needed within the town • Feelings of community cohesion and safety • Views on council values and communication	• General public and further focus groups including • Young people (16-24) • Students • Local businesses • GRT community • Voluntary sector	Online survey In-person survey Focus groups	5,357	May - June 2022	• Maintain roads and pavements • Tackle ASB and crime • Provide more health services • Challenge discrimination • Regenerate town centres/high streets • Keep the streets and public areas tidy • Improve resident safety and security
Zencity Survey	• Local area satisfaction • Trust in local area • Views on whether the local area is 'left behind' • Satisfaction with local amenities • Priority improvements for the local area • Feelings of resident empowerment • Awareness of the PiPP.	• Residents	Digitally recruited survey (e.g., over social media, mobile apps, and survey panels).	180	April - May 2025	• Safety and security issues • Lack of shops • Area appears 'run down' • Lack of activities, cultural events and things to do • Lack of green/natural space. • Lack of transport links • Lack of job opportunities • Street cleanliness issues • Lack of training and skills programmes • Lack of digital connectivity

Name of Engagement	Topics covered	Engagement Groups	Form of Engagement	No. of Responses/ attendees	Date of Engagement	Key Findings or Priorities Raised
Newark Masterplan Consultation	• Local priorities to help prepare a Masterplan and Design Code for Newark Town Centre	• General public • Businesses • Newark college • Town/District councillors • English for Speakers of other languages (ESOL) students • Outer Newark (out of town centre) residents • Young People • GRT community • Local business owners • Infrastructure providers	• Website survey • In-person workshop • Market stall stand • Focus groups • Online workshops	1,734	September-October 2023 and March 2024	• Improve the riverfront offer • Increase leisure activities • Tackle vacant shops • Improve car parking • Provide better marketing for the town • Increase local apprenticeships • Revitalise the town centre • Improve public transport • Further greening of public spaces • Improve safety and security
Business Baseline Survey	• How business can be improved in Newark	• Businesses • Cultural Heart of Newark Board and Town Centre Partnership • Wider sector businesses (to retail & hospitality) • Market traders • Office owners	• Survey • Workshop • Focus Group	176	December 2023	• Improve safety and reduce ASB Better mapping and signage for area • Create cleaner streets • Improve the shopfronts • Reduce car parking costs • More to attract families/young people • Create a night-time economy
Beaumond House	• Patient's views on priorities for investment in Newark	• Day therapy patients	• In-person workshop	10+	May 2024	• More and improved car parking • More to attract people to visit • Bring back shops and improve marketplace • Improve public transport • Improve roads • Improve safety of the town

Name of Engagement	Topics covered	Engagement Groups	Form of Engagement	No. of Responses/ attendees	Date of Engagement	Key Findings or Priorities Raised
Newark College Students	• What the respondents liked and disliked around Newark • How they feel the town can be improved • How can we make the town a better place to live, work and visit. • What their "priorities" are	• College Students (16–19 year olds)	Survey	25	May - June 2025	• Encourage better safety, security, and reduced ASB • Provide more entertainment and things to do with family and friends • Create more job opportunities • Create more music and comedy shows • Provide more sports events • Target some transport barriers
Newark Town Steering Group	• Priority areas for investment. • Known funding gaps relating to priorities • Overall town vision • Ongoing community engagement opportunities • Alignment with existing strategies and programmes	• Local community groups and charities, • Public and private sector organisations	Face to face workshop	+40 organisations	May 2025	• Long- term sustainable interventions are key • Further opportunity to target youth voice • Priorities continue to surround, town centre, safety and security, events, cohesion, skills and transport and connectivity
Professional Community Leads	• Priority areas for investment. • Known funding gaps relating to priorities • Overall town vision • Ongoing community engagement opportunities • Alignment with existing strategies and programmes	Local Authority Officers and professionals including leads for the following delivery areas: • Resettlement • GRT and other underrepresented community groups • Youth • Elderly and vulnerable • Homelessness • Health and wellbeing • Skills and employment:	In-person/online workshop	7	June 2025	• ASB and crime challenges ongoing • Further investment in sports facilities required from a cohesion and wellbeing perspective • Long-term sustainable interventions are key • Further opportunity to target most vulnerable of residents through support with key charities and community partners • Challenges continue to surround, town centre, safety and security, events, cohesion, skills and transport and connectivity • More events needed for elderly or isolated to help combat social isolation • Alignment with adult skills fund and other investments such as UKSPF is key

Appendix 2 - Newark Town Board 4 Year Investment Profile 2026 to 2030

Commitment	25-26	26-27	27-28	28-29	29-30
Accountable Body Programme Management Funding towards Newark and Sherwood District Council resourcing associated with Regeneration Plan development and delivery as well as funding assurance, compliance, board governance, scheme monitoring and reporting. Funding retained and managed by the Accountable Body (NSDC).	£100,000 (revenue capacity to be moved to 26-27 and 27-28)			£50,000 (revenue)	£50,000 (revenue)
Neighbourhood Events Programme Funding to deliver a local events programme. The events programme lead, and specification remains subject to a future agreed approach to commissioning and procurement, by both the Accountable Body and the Board.	£50,000 (revenue capacity)	£150,000 (revenue)	£200,000 (revenue)	£200,000 (revenue)	£200,000 (revenue)
Upper Floor Town Centre Residential Scheme Funding to deliver an Upper Floor Town Centre Residential scheme, managed by the Accountable Body on behalf of the Board. Scheme criteria and process to be agreed by the Board, subject to ongoing project development.		£150,000 (capital)	£650,000 (capital)		
Community Grant Scheme Funding to deliver an annual grant scheme for community led projects such as investment in social action and improvements to community spaces. Scheme criteria and grant selection process to be agreed by the Board.		£292,000 (£82,000 revenue and £210,000 capital)	£306,000 (£56,000 revenue and £250,000 capital)	£332,000 (£132,000 revenue and £200,000 capital)	£332,000 (£132,000 revenue and £200,000 capital)
Regeneration Plan Capital Projects Funding to deliver a call for capital projects that aligns to the vision and strategy set out within the Regeneration Plan. Appraisal, criteria and grant selection process to be agreed by the Board.		£100,000 (revenue capacity)	£836,000 (capital)	£1,405,000 (capital)	£1,405,000 (capital)

Regeneration Plan Operational Working Budget Funding to provide the Board with a dedicated working budget to support Regeneration Plan development and operational costs associated with the delivery of projects. Examples include activities such as business case development, community engagement, legal advice, independent application appraisal, communications and branding, as well as additional resourcing as may be required, or feasibility for future programme investment.	£50,000 (revenue capacity)	£50,000 (revenue capacity)		£50,000 (revenue)	£50,000 (revenue)
Annual Total	**£200,000**	**£742,000**	**£1,992,000**	**£2,037,000**	**£2,037,000**
4 - Year Total (2026 to 2030)		**£6,808,000**			

Newark Town Board
Local Assurance Framework

November 2025

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Appendix

1.0 Background

1.1 The Newark Town Board was first established in 2020 to provide strong and visible leadership for the town following the announcement of £25m funding awarded to Newark through the UK Government's former 'Towns Deal' (now integrated within the re-named Local Regeneration Fund).

1.2 The board comprises private and public sector organisations and is the vehicle through which the vision and strategy for Newark Town is defined. The board is responsible for challenging partners to increase their ambition of what can be achieved collectively and acting as advocates for the town.

1.3 More recently, the board became responsible for overseeing up to £19.5m awarded by the UK Government to Newark through the Pride in Place Programme (PiPP), announced in 2025.

1.4 The Newark Town Board may be referred to as 'the board' throughout this document.

Newark Town Investment Plan

1.5 In June 2020, the board adopted its first 30-year Town Investment Plan (TIP), which contains the vision for Newark and sought to maximise the opportunities for local growth. The TIP sets out a clear understanding of the area, focusing on its assets, opportunities, and challenges, as well as providing a steer on the spend of the £25 million (former Towns Deal) schemes, based on four pillars of intervention:

- Skills, Education, and Business
- Connectivity (digital, physical, people, and services)
- Town Centre Regeneration and Culture
- Town Centre Residential

The board oversees the delivery of the following projects within the TIP:

- The Construction College.
- 20 minutes Cycle Town.
- YMCA Activity Village;
- Air and Space Institute;
- 32 Stodman Street
- Newark Cultural Heart
- Newark Castle Gatehouse

1.6 On 2nd September 2025, the UK Government announced a shift from the Towns Deal as known to date, to become part of the newly renamed 'Local Regeneration Fund'. This fund is described as a consolidation of existing local growth capital funds (Levelling Up Fund, Town Deals, and the Pathfinder Pilot) and changes are intended to empower local authorities, accelerate project delivery and improve value for money. Newark and Sherwood District Council is responsible for governing and making key investment decisions relating to the local delivery of the Local Regeneration Fund, however the board remains responsible for overseeing the former Towns Deal projects (as listed in 1.5), within the Local Regeneration Fund.

Pride in Place Programme (PiPP)

1.7 The PiPP initiative will provide up to £19.5m of endowment style funding to Newark over a 10-year period, commencing in April 2026. The board is required to develop a local 'Regeneration Plan' to draw down this funding and submit plans to Government by November 2025. The

Regeneration Plan will detail a high-level set of investment interventions and objectives for the area to be achieved through the funding, in addition to a more detailed Investment Plan for the first four years of the scheme (2026 to 2030). In accordance with the Government's scheme prospectus, the board will act as the local community led board for the purpose of delivery of the PiPP.

Local Assurance Framework Background

1.8 Newark and Sherwood District Council (the Council) is the 'accountable body' for the purpose of both UK Government funding streams (Local Regeneration Fund and PiPP) and therefore has responsibility for ensuring the board's LAF is in place, meets the standards and criteria set out by Government and that all funding decisions are made in accordance with it. As set out further in section 7.0, the Section 151 Officer of Newark and Sherwood District Council will provide assurance of proper use of Government Funds and Governance Procedures within the board's activities. Newark and Sherwood District Council may be referred to as the 'accountable body' throughout this LAF document.

1.9 This Local Assurance Framework (LAF) sets out how the board will effectively undertake its role in relation to appropriate governance and allocation of public funds it is responsible for. It identifies the roles to be taken by the board, the accountable body and by the promoters of projects. This includes the process of ensuring value for money, prioritisation of projects, appraisal, business case development and risk management.

1.10 The board is fully committed to ensuring the highest standards of governance, accountability, and transparency across all aspects of its activities and will review the processes annually and make any changes in line with this LAF document, to ensure consistency and full compliance.

1.11 The accountable body and board will notify the Ministry of Housing, Communities and Local Government (MHCLG) of any significant changes made to the LAF, as required.

1.12 The board has clear systems, rules, practices and processes in place to ensure that decisions are made on a transparent basis, by the appropriate persons or groups and based on appropriate skills and capability.

1.13 The Government expect that boards align with governance and polices of the Lead Council (Newark and Sherwood District Council). This includes whistle blowing, conflicts of interest and complaints.

2.0 Board Representatives and Membership

2.1 The board comprises various private and public businesses and bodies including, but not limited to local government, education providers, charities, faith and community groups, local business representatives, public limited companies, and other public sector organisations. Membership is driven by a combination of local context and the requirements set out within the Government's PiPP prospectus.

2.2 The board structure includes the following representatives:

- **Chair/Co-Chair and Vice Chair** - The posts will lead and facilitate the board providing strategic direction. Each role will be independent in its own right. At least one chair must be Private Sector led. To enable the board to proceed with decisions and recommendations, at least one chair must be in attendance at meetings.

- **Board Members** - Representatives from the public and private sector (including local government, education providers, charities, faith and community groups, local business representatives, public limited companies and other public sector organisations). Any decision made by the chair must be formally ratified by the rest of the board members. There shall be one vote per organisation.

- **Substitute Board Members** - Substitute members will be entitled to attend board meetings and vote where appropriate, where the board member is not available, and where the substitute is agreed by the accountable body. Substitute members are required to follow the governance process including the Register of Interest and Code of Conduct.

- **Advisors** - Advisors are invited by board members and will participate in the meetings, provide advice, recommendations, guidance and expertise to the board, but have no voting rights or ability to make decisions on behalf of the board.

- **Section 151 Officer** - Newark and Sherwood District Council is the 'accountable body' for the Town Board. The Council's S151 Officer will ensure compliance with all necessary financial regulations, in order to protect the accountable body (NSDC) and ensure proper administration of all financial affairs.

<u>Process for New Membership/ Membership Termination</u>

2.3 The accountable body and board will keep a register of all board and substitute members. The list of current chair(s), members and advisors of the Newark Town Board is provided in Appendix 8.

2.4 Each board member is required to submit a signed version of the Register of Interest, Terms of Reference, and Code of Conduct before formal membership is given, as appended to this document. Completed forms may be uploaded on the Newark and Sherwood District Council website, as accountable body, as well as the list of board representatives. Approved Substitute Members are required to declare any conflict of interest at the start of each board meeting.

2.5 Board membership will occur for a term of three years from the date of appointment (including the roles of nominated chair(s) and vice chair). The first membership cycle will commence in 2025 for a three-year period until 2028 (unless any membership is terminated early accordance with 2.7, at which point the position will be advertised online, or through an identified replacement). The appointment will formally commence upon completion and return of all member declarations and governing documentation.

2.6 Upon completion of each of the three-year membership term (first term ending 2028), board members will be given the option to re-apply for the following three-year term. At this point, new or replacement members will also be given the opportunity to be considered, following an expression of interest process. The current chair(s) and the accountable body will review the expressions of interests and determine successful candidates to be selected for board membership. Once the board is implemented at the start of the new term, with membership documentation complete, the role of chair and vice chair for the new term, will be agreed by the board at the next available meeting.

2.7 A board member shall cease to be a member if a:

- Member gives written notice to the board of their resignation, to take effect on receipt by the board of the notice of resignation.
- Decision is taken by the accountable body that the member has failed to comply with the LAF such as adherence to the code of conduct, terms of reference and register of interest policy as well as, long-term non-attendance. This may also apply to any changes in government guidance requiring changes to board membership and

operations.

- Member ceases to have an office, base or relevant links to Newark or ceasing to be employed by such organisation as entitles them to be a member.

2.8 In-between the three-year membership cycles, the board will have the power at any time to co-opt further members if an appropriate candidate becomes available or expresses an interest in membership. In these circumstances, the expression of interest process will be reviewed by the accountable body to assess the candidates understanding and contribution to the board's LAF and terms of reference, and a decision will then be taken by the board regarding membership. Whilst able to do so, there is no requirement for the board to consider expressions of interest for new members until the end of each three-year membership period. The board and accountable body reserve the right to reject any further expressions of interest until commencement of the next three year- membership cycle, particularly where expressions of interest may exceed current membership requirements.

2.9 Part of the board's responsibility is to ensure that board membership considers diversity of age, gender, ethnicity, public and private sector, geography, and skills. The board remains committed to diversity on its board based on all protected characteristics and will encourage engagement and representation from across all communities from across the region.

3.0 Governance Structure

3.1 The **Newark Town Board will:**

- Meet on a minimum of a quarterly basis. Additional meetings may be scheduled, including up to on a monthly basis (where determined appropriate by the chairs and accountable body).
- Meet in person or virtually, as required, ensuring that the same governance rules apply to meetings that are held virtually.
- Facilitate meetings to include detailed discussions, reports and decisions relating to matters that are of operational and delivery importance to the PiPP and remaining TIP projects (as listed in 1.5), as well as shared wider aspirations for the future of Newark.
- Have the option to proceed with meetings with limited members in attendance, however, ensure that no decisions will be taken by the board where less than 4 members are in attendance.
- Ensure that an agenda for meetings will be published on the NSDC website in advance of the meeting (allowing 5 clear working days)
- Ensure that final minutes once approved by the board will be published on the NSDC website within 10 clear working days of the meeting.
- Ensure that all declarations of interest will be included in the published minutes.
- Ensure that additional governance information such as future board meeting dates are also made available on the accountable bodies website, once confirmed by the chair(s).

3.2 Other key surrounding structures include:

The Accountable Body (Newark and Sherwood District Council)

- Newark and Sherwood District Council is the accountable body for the board. The Council's Section 151 Officer will ensure compliance with all necessary financial regulations.
- Representatives of the accountable body will support the board through and advisory

role, including providing advice and making formal recommendations to the board.

Newark Town Steering Group

- Made up of c.40 community partner attendees.
- The Group will meet on a flexible basis, subject to strategic relevance and engagement needs (estimated bi-annually).
- Board meetings may be held in person or virtually, as required. The same governance rules apply to meetings that are held virtually.
- Meetings will include detailed discussions of matters that are of strategic importance to the Newark Town Board's operations and terms of reference, as well as shared wider aspirations for the future Newark.
- Key action points will be circulated to all attendees within 10 working days of the meeting.
- Membership will be managed by the accountable body, and board chair(s).

4.0 Scheme of Delegation

4.1 The scheme of delegation is for all strategic decisions to be made by the Newark Town Board. This includes:

- Developing and approving a local PiPP Regeneration Plan and strategic oversight of the 2020 TIP.
- Making key strategic and investment decisions relating to the PiPP and the agreed TIP projects (as listed in 1.5), as well as approving scope changes and project business cases proposed by project leads (noting additional approval required from the accountable body through the Section 151 Officer).
- Advising and approving board communications and engagement.
- Any other decisions as may be required to facilitate the delivery of the PiPP, and as set by the UK Government.

4.2 Board members will be required to individually vote on key decisions, with any decisions dependent on a majority vote from board members to be recorded as approved. Where members may have a conflict of interest associated with decisions due to be taken by the board (as demonstrated in Appendix 3 Register of Interest), the relevant board member will not be able to participate in voting or decisions relating to such matters and must declare a conflict of interest to the board in advance of the decision being taken. This is applicable to any organisation where a conflict of interest may be present through board membership, including the accountable body.

4.3 Any financial decision must also be authorised by the accountable bodies Section 151 Officer, prior to implementation of plans by the board. This may, where appropriate, include delegation to dedicated officers employed within the accountable body, where agreed by the Section 151 Officer, and in accordance with its own internal governance processes. The Council's Section 151 Officer will ensure compliance with all necessary financial regulations, to protect the accountable body and ensure proper administration of all financial affairs.

4.4 A decision which is made in contravention of the process will be invalid based on non-compliance unless the board has given prior approval for variation in the decision-making process.

4.5 An item of business not included in the agenda for a meeting may be considered by the meeting for reasons of urgency, if the person presiding at the meeting considers it appropriate and necessary to do so. Only in the most exceptional circumstances might it be considered necessary and appropriate for a matter of strategic importance to be dealt with in this manner.

4.6 Any decision that needs to be made by the board that does not fit within the timeframe of the scheduled meetings can be decided through the written procedure below. Only in the most exceptional circumstances might it be considered necessary and appropriate for a matter of strategic importance usually reserved to the board to be decided through this procedure.

4.7 Written Procedure:

- A documented decision including reasons for urgency, will be circulated to the chair/co-chairs to consider whether, due to the urgent nature of the decision to be made, it is necessary and appropriate for the decision to be made before the next meeting.
- Where practicable, the chair/co-chairs will consult with other board members prior to taking the required decision.
- The co-chairs will take the required decision, if at all possible within 5 working days of the written recommendation being presented.
- For transparency the report, reasons for urgency, and decision will be presented to the next appropriate meeting.

4.8 Whilst the board is responsible for making decisions relating to the remaining TIP projects within the Local Regeneration Fund (as listed in 1.5), it is the responsibility of the accountable body to make investment decisions relating to all other projects and commitments within the wider Local Regeneration Fund portfolio, therefore considered outside the remit and functions of the board. Following consultation with the board and project lead, if the accountable body determines that project underspends are present or forecasted in relation to any of the agreed TIP projects listed in 1.5 (such as due to delivery failure, overall project cost savings or reduced scope) decisions relating to alternative funding uses will be managed and agreed by Newark and Sherwood District Council as the accountable body, in accordance with the fund prospectus.

5.0 Code of Conduct

5.1 The UK Government expect that boards align with governance and polices of the Lead Council as the accountable body. This includes whistle blowing, conflicts of interest, complaints, acceptance of the Nolan Principles, declaration of interests, gifts or hospitality and agreement of the latest Communications and Engagement Statement. Copies of Newark and Sherwood District Council's applicable policies, within its own Code of Conduct can be obtained via the website www.newark-sherwooddc.gov.uk.

5.2 Where members of the board are not employed by the accountable body, elements relating to pay or leave would not apply as membership of the board is not a paid role.

5.3 Failure to adhere to the board Code of Conduct could result in removal from the board.

5.4 A copy of the Code of Conduct that board members are required to sign is included in Appendix 2. All signed Codes of Conduct from board members may be included on the Newark and Sherwood District Council website, where a requirement set by Government.

6.0 Publications of Reports and Information

6.1 Board papers are published on the Newark and Sherwood District Council website. These are published in line with the Best Guidance Practice Guidance in accordance with the Local Government Act 1972. Meeting agendas and papers are published 5 clear working days before the meeting takes place and draft minutes of the meeting are published within 10 clear working days of the meeting taking place. Any declaration of interest made at the meeting will be included in the minutes.

6.2 The board follow Newark and Sherwood District Council's document classification policy in terms of how documents are classified as public, controlled, or restricted.

6.3 Information which is not to be placed in the public domain is treated under The Local Authorities-Executive Arrangements Meetings and Access to Information Regulations 2012 using one of following 7 exemptions:

1. Information relating to any individual.
2. Information which is likely to reveal the identity of an individual.
3. Information relating to the financial or business affairs of any person (including the Authority holding that information).
4. Information relating to any consultations or negotiations, or contemplated consultation or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals that the authority proposes:
    a. To give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
    b. To make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation, or prosecution of crime.

6.4 As required, Newark and Sherwood District Council have in place appropriate data protection arrangements in line with the General Data Protection Regulations (GDPR) and the Data Protection Act 2018. The Council is the Data Controller for the board in its capacity as accountable body.

7.0 The Accountable Body and Section 151 Officer

7.1 Newark and Sherwood District Council was appointed as the board's single accountable body in January 2020 as a requirement of the former Towns Deal scheme, and again, in 2025, in relation to the PiPP.

7.2 The accountable body expects employees and its members to adhere to the seven Nolan Principles of public life. Therefore, members of the board are expected to adhere to those same principles of:

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty

7.3 The accountable body, through its Section 151 Officer, has responsibility for ensuring that public funds are distributed fairly and effectively, and that funds have been managed in line with the Nolan Principles and Managing Public Money principles. They will also be responsible for compliance with legal responsibilities in relation to subsidy control, state aid and procurement. The accountable body will be responsible for ensuring that all funding is managed in accordance with relevant public contract regulations.

7.4 Other responsibilities of the accountable body include:

- Ensuring that all board decisions and operations adhere to this LAF, or any other framework which may instead apply, as determined by MHCLG.
- Ensuring that funds are used in accordance with the conditions placed on each grant or loan, including responsibility for issuing grant funding agreements on behalf of the board, adhering to all funding requirements set by Central Government.
- Maintaining the official record of board proceedings and holding copies of all relevant board documents relating to any funding streams the accountable body is responsible for.
- Instructing an independent annual audit as determined necessary.
- Ensuring a clear separation between scheme promoters within the accountable body, and those advising on assurance related decision-making to ensure the board is acting on impartial advice on the merits of potentially competing business cases.
- Ensuring all uses of funding comply with the UK Subsidy Control Regime and Public Contract Procedure Rules. It will also satisfy itself of any Subsidy Control requirements in discharging its accountable body functions.
- Authorisation of all financial decisions taken by the board, prior to implementation of plans (by the Section 151 Officer).

7.5 The use of resources is subject to the usual local authority checks and balances – including the financial duties and rules which require councils to act prudently in spending; these are overseen and monitored by the Section 151 Officer.

7.6 While it may put in place procedures and promote proper practice, and monitor and report on the effectiveness of these, the accountable body is not responsible for any deficiencies in the administration of public monies among funding recipients and partner bodies. In the event of any shortcomings coming to light it will seek to safeguard, and recover where appropriate, the relevant monies through either the mechanisms or its own channels as it considers most suitable in the circumstances.

7.7 The accountable body would only normally refuse a decision of the board if it were:

- Not procedurally valid, or
- Illegal, or
- Would lead to the available budget being exceeded.

7.8 If a situation did occur whereby the accountable body had significant concerns about a decision the board had taken, or proposed to take, then an urgent meeting within 5 working days would be convened by the Section 151 Officer of the accountable body with key stakeholders from both the board and the accountable body. The Council's Section 151 Officer will ensure compliance with all necessary financial regulations, in order to protect the accountable body (NSDC) and ensure proper administration of all financial affairs.

7.9 Where Newark and Sherwood District Council is the project lead in addition to its role as the accountable body, an independent assessor will review the business case and provide a value for money appraisal on behalf of the board. The independent assessment may be undertaken by the appropriate department within the accountable body, where the role of Assessor is determined to be independent from the project promoters. This should allow for impartiality between different project leads and assurers, within the accountable body.

7.10 The board and accountable body will ensure they address the five principles of the CIPFA guidance:

- Embed a corporate position for the Section 151 officer in assurance
- Create a formal/structured mandate for the Section 151 officer
- Embed good governance onto decision making
- Ensure effective review of governance
- Ensure appropriate skills and resourcing

7.11 All board documents which have a financial implication will be provided to the Section 151 Officer/delegate for approval and comment prior to implementation (as noted in section 4.3). The Section 151 Officer or delegate will also attend the board meetings.

8.0 Awards of Funding

8.1 In accordance the Governments Grants Functional Standard, all grant awards funded by public funds should be awarded following a competitive process as the default approach to issuing grants. Where a direct award may be proposed by the board, justification of a competitive exemption must be provided in writing, within the conditions of the Standard and approved by the accountable bodies Section 151 Officer.

8.2 Awards of funding by the board will be accompanied by a written grant offer agreement between the accountable body on behalf of the board and the project lead/funding recipient. This will set out the split of responsibilities and specify provisions for the protection of public funds, such as arrangements to suspend or claw back funding in the event of non-delivery or mismanagement.

8.3 Any grant agreements will be signed by the Section 151 Officer (or equivalent) of the promoting organisation and by the Section 151 Officer of the accountable body on behalf of the board, who has the final sign off on funding decisions. Where agreed by the Section 151 Officer, and in accordance with the accountable bodies Contract Procedure Rules, funding agreements may be delegated to be signed by an alternative Officer within the accountable body organisation.

9.0 Contracts

9.1 The board terms a 'contract' as a grant agreement for its projects.

9.2 Within the contract, an agreed set of conditions relating to funding requirements will be established and communicated to Project Managers and Sponsors, prior to commencement of activity. As a minimum, these agreements/conditions will include:

- Details of the project and outputs/outcomes to be delivered in a specified timescale
- Arrangements for payment (up front or in arrears, quarterly or other)
- Arrangements to suspend or claw back funding in the event of non-delivery or mismanagement
- Monitoring requirements, including the metrics and frequency
- Publicity obligations and arrangements

9.3 As part of the grant agreement, the organisation responsible for the project will be required to provide regular monitoring and reporting returns to ensure compliance to achieve the desired outputs/outcomes as stated in the contract.

9.4 Where Newark and Sherwood District Council are both the project lead and accountable body, conditions will be agreed in writing, in accordance with the approved business case.

10.0 Government Branding

10.1 The board will meet any branding requirements set by MHCLG including the HM Government Identity Guidelines. Any additional branding changes or requests by HM Government will automatically by adopted by the board and will apply to all communication produced afterwards.

10.2 Each project will be provided with a board branding guidance document which includes details for press and publicity and marketing and branding materials. This guidance adheres to the standards issued by the MHCLG, as well as any additional branding requirement as may be agreed by the board.

10.3 Each project is contractually obliged to conform to the branding guidance. This is followed up as part of the monitoring returns from each project, with projects required to provide details of forthcoming milestones linked to publicity opportunities to enable the board to co-ordinate an appropriate marketing approach including engagement with MHCLG.

11.0 Engagement with Stakeholders

11.1 The board is committed to effective engagement and collaboration with all its partners and stakeholders to effectively undertake its role as an advocate for its area and communicate key information relating to the board's projects.

11.2 Examples of the board's engagement activities include:

- Consultation of partners and stakeholders in the region for projects including various forms of community engagement activities to target views of residents, communities, and businesses.
- Regular engagement with the local media on the board's work.
- Regular social media updates, website, and video coverage of TIP/Regeneration Plan activity.

11.3 The chair and co-chair of the board will regularly engage with local leaders, local councilors, residents, and key business leaders. Within the board this engagement is being used to inform key decisions and future strategy development. The TIP and future Regeneration Plan together with local economic development plans and capital programmes of Newark and Sherwood District Council provide the context, rationale and up to date evidence base for project and programme development.

11.4 The board will remain in regular communication with MHCLG and other towns who have received similar investments to ensure a collaborative approach to sharing ideas and support on any challenges.

12.0 Inclusion and Sustainability

12.1 The board looks to enable inclusivity and sustainability within all its decision-making processes and strategic development. The board is committed to securing social value within the project designs. The board will consider how projects will improve the economic, social, and environmental well-being of the board's operating area, how equality issues are considered, and how such improvements can be secured in the board projects.

12.3 All of the board strategies set out the inclusive ambitions and all decisions for capital funding must take into consideration the relevant charter which requires all projects to align their construction and development projects to a set of principles which create sustainable Economic, Environmental and Social impact.

13.0 Assurance Process

13.1 The Business Case is a document setting out the case for investment used to justify the use of public spending and will set out the Case for Change, demonstrating that the investment is good value for money, affordable and deliverable.

13.2 As a general rule (unless where an exemption is approved by the Section 151 Officer), the board and Section 151 Officer will approve an agreed form of business case for each project identified for investment. It is the responsibility of each project lead to develop and submit the business cases for assessment. Due to the various values of projects that may be supported by the board, the level of detail contained within a business case will be determined by the project value, with a threshold-based approach to local assurance.

13.3 When determining the value of projects and the required assurance process, the value will be based on the total value of public grant awarded by the board, regardless of whether the funding is considered capital or revenue, or the specific public funded source (Local Regeneration Fund or PiPP).

<u>Business case requirements for projects receiving grant funding of £1m or more.</u>

13.4 A project with a total public funded grant contribution awarded by the board of £1,000,000 or more will be considered a ‘higher grant value’ project.

13.5 The business case process will be delivered in three stages, with each stage providing more detailed analysis to justify the investment until a project is procured and delivered. The stages are the ‘Strategic Outline Business Case’ (OBC), which in this case is the Town Investment Plan or Regeneration Plan and therefore complete, the ‘Outline business Case’ (OBC), ‘and ‘Full Business Case’ (FBC). Further information is included in Appendix 4 and 5, detailing the requirements of OBC’s and FBC’s.

13.6 For higher grant value projects, the business case should be developed in accordance with the following government guidance documents; HM Treasury Green Book, HM Treasury Guide to developing a business case, Ministry of Housing, Communities and Local Government (MHCLG) Appraisal Guidance, DfT Transport Appraisal Guidance, DfT Appraisal and Modelling Strategy.

13.7 The assurance process to be followed for the higher grant value projects, is as follows:

<u>Step 1:</u> An OBC must be developed in accordance with the minimum requirements set out within Appendix 4.

<u>Step 2</u>: The board and the accountable body will carry out an assessment of the OBC and report back to the project lead with confirmation as to whether the OBC is approved by the board and can progress to FBC, or whether there are any further requirements to be met. In circumstances where a project has already significantly progressed, the project lead may make a request to the board, that the project is fast tracked straight to FBC.

<u>Step 3:</u> Green Book compliant FBC’s should be developed for each higher grant value project. If a project consists of a package of smaller interventions these can be grouped into one business case, as long as the strategic case is put forward demonstrating how the separate interventions link together to deliver a coherent vision. The value for money assessment must cover the project as a whole but each intervention must be costed in the financial case. Further details regarding the requirements of FBC's are available in Appendix 5.

Step 4: Upon submission of the FBC, an assurer will be appointed by the accountable body (on behalf of the board), to evaluate the documents in line with the required structures and methodologies set out, as noted in 14.1. The appointed assurer is expected to meet the deadlines outlined and led by Newark and Sherwood District Council and show commitment and integrity in delivering to a fast pace, changeable agenda. Any changes to deadlines and timescales must be agreed with and approved in writing by the authorities representative.

Step 5: The appointed assurer shall send their feedback to the accountable body and board for review and, where recommended, seek FBC sign off. Project leads must be available, if invited, to attend the board and present their FBC. The board will approve, reject, or request additional information. FBC's must be signed off by the board and accountable bodies Section 151 Officer to be considered a complete and final document.

Step 6: A grant funding agreement must be signed in order for funds to be released to project leads. The accountable body and the board will monitor the project as set out in the Monitoring and Evaluation section. The recovery of funds may be required when a project is not fully delivered in line with the FBC.

Business case requirements for projects receiving grant between £250,000 and £999,999.

13.8 A project with a total public funded grant contribution, awarded by the board of between £250,000 and £999,999 will be considered a 'medium grant value' project.

13.9 For these projects, a one-stage business case will be submitted to the board and the accountable body. A template of the business case will be provided by the accountable body.

13.10 Business cases for medium grant value projects will not need to be considered Green Book compliant FBC's, instead offering a slightly simplified approach. However, these business cases will be inspired by Green Book principles and should be proportionate to the funding ask, to ensure the project demonstrates robust planning and appropriately addresses the following 5 principles:

- The Strategic Case
- The Economic Case
- The Commercial Case
- The Financial Case
- The Management Case

13.11 The business case template to be provided will help to ensure that the board is assured the project demonstrates good benefits, is sustainable, deliverable and represents good value for money. Further details of the requirements of the business case for medium grant value projects is provided in Appendix 6.

13.12 The assurance process to be followed by the board for medium grant value projects is as follows:

Step 1: The business case template provided, and supporting documentation must be developed by the project promotor, in accordance with the minimum requirements set out within Appendix 6.

Step 2: Upon submission of the business cases, an independent assurer will be appointed by the accountable body (on behalf of the board), to evaluate the documents in line with the required structures and methodologies set out, as noted in 14.1. The appointed assurer is expected to meet the deadlines outlined and led by Newark & Sherwood District Council and show commitment and integrity in delivering to a fast pace, changeable agenda. Any changes to deadlines and timescales must be agreed with and approved in writing by the Authorities representative.

Step 3: Following completion of the assurance process, the appointed assurer shall send their feedback to the board for review, and where recommended, seek FBC approval. Project leads must be available, if invited, to attend the board and present their business case. The board will approve, reject, or request additional information. business cases must be signed off by the board and accountable bodies Section 151 Officer to be considered a complete and final document. This may include delegation of authority to an alternative officer to approve business cases, on behalf of the accountable body, where approved by the Section 151 Officer.

Step 4: A grant funding agreement must be signed in order for funds to be released to project leads. The accountable body and the board will monitor the project as set out in the Monitoring and Evaluation Section. Recovery of funds may be required when a project is not fully delivered in line with the business case.

Business case Requirements for projects receiving up to £249,999 grant.

13.13 A project with a total public funded grant contribution awarded by the board, of up to £249,999 will be considered a ‘lower grant value’ project. Where requested and justified by the accountable body, such as due to complexities or value for money uncertainties, some projects may instead be required to follow the medium grant value projects assurance route, despite being valued at £249,999 or less.

13.14 These projects will usually follow the most simplified assurance process route, as follows:

Step 1: A simplified business case document must be developed by the project promoter in accordance with the minimum requirements set out within Appendix 7. There is no pre-determined template is required to be completed, however all information and requirements set out in Appendix 7 must be provided, as well as relevant supporting documentation, as applicable to the project.

Step 2: Project leads must be available, if invited, to attend the board and present their business case. The board will approve, reject, or request additional information. business cases must be signed off by the board and accountable bodies Section 151 Officer to be considered a complete and final document. Where appropriate, this may include delegation from the Section 151 Officer to an appropriate officer within the accountable body.

Step 3: A grant funding agreement must be signed in order for funds to be released to project partners, or a conditions statement provided (where the accountable body may be the project lead). The accountable body and the board will monitor the project as set out in the Monitoring and Evaluation section.

General Principles (applicable to any value of projects)

13.15 Where there is a change in personnel within the team assuring the business case, this must be managed by the appointed assurer in a reasonable manner to ensure that the service is not affected.

13.16 All information included in the business case should be kept private and confidential by the appointed assurer and must not be shared with third parties, unless agreed with Newark and Sherwood District Council as the accountable body.

13.17 It may be permitted that all, or a proportion of project funding can be released at an earlier date (fast tracked) before a business case has been developed where there is a clear case for funding being needed to enable/support project progression, subject to confirmation of funds from government, approval from the board and Section 151 Officer, and an appropriate grant agreement being in place. In these cases, fast tracked funding will be excluded from the project value, when considering any future business case requirements. The recovery of funds may be required when a project is not fully delivered in line with the business case.

13.18 It is possible that some projects may have to submit 'Conditional Business Cases' for board approval at the 12-month stage. Conditional Business Cases may be necessary where progress is dependent on procedures and permissions beyond the control of the project sponsors (e.g., other third-party processes). In these cases, the qualification must be clearly stated, and an appropriate risk analysis included.

13.19 It is the responsibility of the project lead to develop the required business case and fulfil the requirements of the assurance process defined within this LAF. On occasion, funding may be awarded by the board to project leads, to contribute towards the cost of business case development (in accordance with 13.17), however it is the responsibility of the project lead to ensure the appropriate assurance process is followed and where required, seek relevant expertise and budgets to develop the required business case.

13.20 An exception to the LAF business case requirements applies to the use of programme capacity funding, available specifically for the purpose of facilitating operational costs, or funding approved by the board and government for the purpose of programme monitoring, evaluation, management and admin, or other operational commitments. The uses of such funding remain subject to all other public funding and local authority assurance processes to ensure appropriate use of funds, including compliance with procurement, subsidy control and fund procedures but will not require a business case. Any further exemptions to the requirement for project business cases, must be approved by the accountable bodies Section 151 Officer prior to the release of funds.

Grant Schemes

13.22 A project business case would not be required for the board to deliver a grant scheme, however individual grant awards will remain subject to the business case requirements including the process set out for lower, medium, and higher grant valued projects. In most cases, the completed application form will form the business case for lower value grants, providing that sufficient information and supporting evidence is provided, in accordance with Appendix 7.

14.0 Value for Money

14.1 The board and the accountable body will need to assure themselves that projects are deliverable and represent good value for money. It is the promoter's responsibility to provide sufficient independent evidence that the project delivers the required value for money score in line with HM Treasury Green Book principles or the agreed assurance process outlined in this LAF. The board and the accountable body will use appropriate external consultants, or internal resource (where no conflict of interest is determined present) to undertake independent business case appraisal, and to consider the value for money, to make recommendations to the board.

14.2 All projects will demonstrate continued value for money with the requirement to adhere to and demonstrate compliance with the Local Authorities adopted Public Contract Procedure Rules, as a condition of any grant funding agreement. This includes adopting a minimum set of requirements relating to procurement, as monitored by the accountable body.

15.0 Risk

15.1 A risk register is maintained by the accountable body of all projects, and this is updated on a regular basis and shared with the board chairs. The risks of each project are rated using a scoring matrix based on likelihood and impact that each risk presents. A set of mitigations is also included. Based on the risk register and as part of the programme overview report, high risks within projects are highlighted to the board by the project leads and mitigations are set out.

15.2 If it is reported that a project is delayed (commencement / completion / outputs / outcomes) and there is a risk to defrayal of grant and delivery, then the project will be reported as a high-risk project. In this instance the board will write to the project lead requesting a written response detailing why the project was delayed. If the board are not satisfied with the response, they can invite the project lead to present additional information. If the board remains dissatisfied, then they can request to remove the project from the programme, following advice from the accountable body.

16.0 Monitoring and Evaluation

16.1 Monitoring and evaluation will occur at a PiPP level as well as at a project level and as set out in section 9. In accordance with section 3 and 4, the board's monitoring role applies to the entirety of the PiPP and the agreed former Towns Deal projects within the Local Regeneration Fund, as listed in 1.5 (excluding wider programme commitments). This will include the monitoring of spend, risk, business case compliance, delivery, and communications.

16.2 The frequency of reporting will be determined by the accountable body and board, in accordance with Government guidelines and local context. On a minimum of a quarterly basis, project leads will be required to provide formal monitoring reports (financial, output and narrative) to the accountable body explaining their progress to spend and delivery targets and noting any specific changes to the project and challenges in delivery.

16.3 A condition of receiving PiPP funding, will be for the board to provide regular feedback to MHCLG on progress of projects, to allow for monitoring and evaluation. On behalf of the board and in accordance with current guidance, at least every six months Newark and Sherwood District Council will be required to provide MHCLG with a comprehensive set of data relating to each project, including both total and forecast spend, and output metrics. These returns will be scrutinised and approved by the accountable bodies Section 151 Officer and board chairs, prior to submission. Where Project Adjustment Requests (PAR) must be submitted to MHCLG and reviewed and approved the board and accountable bodies Section 151 Officer.

16.4 A reported variance of 25% or more on a total project spend profile and delivery targets for a single project, will trigger a review by the board, who will request a written response detailing why the project has changed from the project lead.

16.5 The board and accountable body, reserves the right to recover or withhold all or part of the funding supplied for a project in these circumstances:

- The project is not delivered within agreed dates.
- The project delivered differs from that specified.
- The outcomes demonstrated through post-delivery evaluation fall short of those on which the value for money assessment and business case were based.
- The outputs identified in the business case are not delivered.

16.6 If the board considers it appropriate, project leads will be invited to explain the slippage. The board will take local circumstances into account in taking decisions over whether funding should be withheld or recovered.

16.7 All projects will be subject to a post-project evaluation completion report; this will ensure the board follows best practice using recognised project and programme management techniques to ensure sound decisions have been made.

Appendix 1 - Newark Town Board - Terms of Reference (to be signed by all Members)

1.0 BACKGROUND

1.1 The Newark Town Board was first established in 2020 to provide strong and visible leadership for Newark following the announcement of £25m funding awarded to Newark through the UK Government's former 'Towns Deal' (now integrated within the new 'Local Regeneration Fund).

1.2 The board comprises private and public sector organisations and is the vehicle through which the vision and strategy for Newark Town is defined. The board is responsible for challenging partners to increase their ambition of what can be achieved collectively and acting as advocates for the town and surrounding area.

1.3 In June 2020, the board adopted its first 30-year Town Investment Plan (TIP), which contains the vision for Newark and sought to maximise the opportunities for local growth. The TIP sets out a clear understanding of the area, focusing on its assets, opportunities, and challenges, as well as providing a steer on the spend of the £25 million award, based on four pillars of intervention:

- Skills, Education, and Business
- Connectivity (digital, physical, people, and services)
- Town Centre Regeneration and Culture
- Town Centre Residential

1.4 The board oversees the delivery of the following projects within the TIP:

- The Construction College;
- 20 minutes Cycle Town;
- YMCA Activity Village;
- Air and Space Institute;
- 32 Stodman Street
- Newark Cultural Heart
- Newark Castle Gatehouse

1.5 The board is also responsible for governing up to £19.5m awarded by the UK Government to Newark through the Pride in Place Programme (PiPP) initiative, announced in March 2025.

1.6 The PiPP initiative will provide up to £19.5m of endowment style funding to Newark over a 10-year period, commencing in April 2026. The board is required to develop a local 'Regeneration Plan' to draw down this funding and submit to Government by November 2025. The Regeneration Plan will detail a high-level set of investment interventions and objectives for the area to be achieved through the funding, in addition to a more detailed Investment Plan for the first four years of the scheme (2026 to 2030). In accordance with the Government's scheme prospectus, the board will act as the local community led board for the purpose of delivery of the PiPP.

2.0 MEMBERSHIP AND VOTING RIGHTS

2.1 **Chair and Vice-Chair Role** - The board will comprise of a chair (including option for Co-chairs) and vice-chair post. The posts will lead and facilitate the board providing strategic direction. Each role will be independent in its own right and at least one role will be held by a private sector representative. To enable the board to proceed at least one chair must be in attendance.

2.2 **Board Members** - The board comprises of representatives from the local business and education sectors, relevant national government organisations and / or arm's length bodies, local representative organisations, and community groups; local authorities and relevant parish councils; and the local MP.

2.3 **Provision of Substitute Members** - Substitute members will be entitled to attend board meetings and vote where appropriate, where the board member is not available, and where the Substitute is agreed by the accountable body. Substitute members are required to follow the governance process including Register of Interest and Code of Conduct.

2.4 One vote per organisation is entitled from board members or substitute board members.

2.5 **Advisors** - Advisors are invited by member organisations and participate in the board meetings and make recommendations, but have no voting rights or make decisions on behalf of the board.

3.0 FUNCTIONS

3.1 The key functions of the Newark Town Board are to:

i. Provide leadership and accountability for the agreed TIP projects as noted in 1.4, and PiPP defining the vision, shared priorities and set challenges for Newark.
ii. Oversee the development of a programme of interventions and individual Business cases in order to negotiate initiatives with the Government.
iii. Maximise visibility and promote the priorities of Newark at local, regionally, national, and international levels and develop a voice for Newark with the Government.
iv. Challenge partners to increase their ambition of what can be achieved collectively, acting as advocates for the town.
v. Make decisions in terms of the TIP and Regeneration Plan (as set out within the Local Assurance Framework), however noting that Newark and Sherwood District Council as the accountable body and will need to give approval through its own decision-making processes for fund decisions to ensure appropriate compliance and assurance.
vi. Engage stakeholders though consultation in the development and delivery of programmes and projects.
vii. Ensure equality and diversity is represented on the board to reflect the local community diversity.

4.0 CONDUCT

4.1 The Newark Town Board will be based on collaboration and business will be conducted in the spirit of partnership working and abide by Nolan principles. All board members are required to sign up to the Code of Conduct as set out in Appendix 2. All decisions will be made in accordance with the following principles:

- Due consultation will be carried out where appropriate (including taking relevant professional advice from officers).
- There will be a presumption in favour of open and transparent decision making.

- There will be a clarity of aims and desired outcomes.
- All decisions will be taken as members of the Newark Town Board and not on behalf of specific organisations or areas.

4.2 Members and substitute members of the Newark Town Board are required to declare any interests, gifts, or hospitality which they have or receive which could influence any decisions they may make as board members.

5.0 STRUCTURE

5.1 The **Newark Town Board:**

- The board will meet on a minimum of a quarterly basis. Additional meetings may be scheduled, including up to on a monthly basis (where determined appropriate by the chair(s) and accountable body).
- Meetings may proceed and minutes taken, with a limited members in attendance, however no decisions will be taken by the board where less than 4 members are in attendance.
- Agenda for meetings will be published on the NSDC website in advance of the meeting (allowing 5 clear working days)
- Final minutes once approved by the board will be published on the NSDC website within 10 clear working days of the meeting.
- All declarations of interest will be included in the published minutes.

6.0 ACCOUNTABLE BODY

6.1 Newark and Sherwood District Council is the accountable body for the Newark Town Board. The council's Section 151 Officer will ensure compliance with all necessary financial regulations, in accordance with the Local Assurance Framework (LAF).

6.2 The board's Terms of Reference will be reviewed annually each year by the accountable body. All members will be required to sign a copy of the Terms of Reference, including the Code of Conduct and Register of Interest at the start of each membership cycle. Documents will be re-issued for signature, where any changes are made by the accountable body.

Signed:

Date:
Name:
Organisation:

Appendix 2 - Newark Town Board Code of Conduct (to be signed by all Members)

In accordance with the Pride in Place Programme (PiPP) prospectus, the UK Government expect that boards align with governance and polices of the lead council (Newark and Sherwood District Council). This includes whistle blowing, conflicts of interest and complaints.

Newark and Sherwood District Council expects employees and its members to adhere to the Nolan Principles of public life. Therefore, members of the Newark Town Board are expected to adhere to those same principles of:

1. Selflessness
2. Integrity
3. Objectivity
4. Accountability
5. Openness
6. Honesty
7. Leadership

Although the Government expects that the board's Code of Conduct must align with that of the lead council, there may be elements of the Lead Council's Code of Conduct that are not applicable to board members, in relation to the Newark Town Board and its function.

For example, members of the board may not necessarily be employed by the lead council, therefore elements from the lead council's Code of Conduct relating to agreed pay would not apply, as membership of the board is not a paid role. A further example would be that there is no leave allowance associated with board membership, therefore the Lead Council's leave policy would also not apply.

Members are required to declare any interests, gifts, or hospitality which they have or receive which could influence any decisions they may make as board members.

Whilst providing expertise on matters that may be relevant to their professional subject field, Members are required to act in the best interest of the entirety of the board's functions, including recognition of the strategic aspirations of the wider board.

If a complaint is received by the board, the matter will be referred to the lead council and dealt with under the lead council's complaints policy.

Copies of the lead council's applicable policies, within its own Code of Conduct can be obtained via the website www.newark-sherwooddc.gov.uk/

Failure to adhere to the board Code of Conduct could result in removal from the board.

Signed:

Date:
Name:
Organisation:

Appendix 3 - Register of Interest (to be signed by all Members)

Board Member Register of Interest

This Register of Interest will be published and made public on Newark and Sherwood District Council's website.

Where a Register of Interest applies to decisions taken by the board, the relevant board member will not be able to participate in voting or decisions relating to such matters and must declare a conflict of interest to the board in advance of the decision being taken. This is applicable to any organisation represented on the board, where a conflict of interest may be present through board members, including the accountable body.

BOARD MEMBER	
Full Name	
DESCRIPTION	**DETAILS**
Any body of which the Board Member is a director, officer, or elected Member of:	
Any firm of which the Board Member is a partner:	
Any firm or organisation of which the board member is an employee:	
Any public body of which the Board Member is an official or elected shareholder:	
Any company whose shares are publicly quoted in which the Board Member owns or controls more than 2% of the shares:	
Any company whose shares are not publicly quoted in which the board member owns or controls more than 10% of the shares:	
Any property owned by the Company or any shareholder in which the board member has an interest or which the Board Member occupies:	
Any other interest which is significant or material including any direct or indirect financial interest which may influence the board Member's judgement on matters being considered or to be	

considered by the Board:	

Privacy Notice
How We Will Use Your Data

The personal information you provide will only be used by Newark and Sherwood District Council, the Data Controller, in accordance with UK Data Protection Act 2018 to undertake a statutory function. The basis for processing this information is to enable the council to undertake a public task.

Some of your personal information will be included in a public register in accordance with our statutory responsibility and this will be published on the council's website.

Your personal data will be kept in accordance with the Council's retention policy and schedule.

For further details about how you information may be used or about your rights under this legislation and any subsequent data protection legislation please read our full privacy notice on our website: https://www.newark-sherwooddc.gov.uk/yourcouncil/privacy/ or contact the Council's Information Governance Officer on 01636 655216 or via email on freedom@nsdc.info

Appendix 4 - Outline Business Case requirements for grant awards over £1m

Outline Business Cases should address, in a proportionate manner, the five cases set out in the HM Treasury Green Book, as below:

The Strategic Case should cover.

- Baseline analysis of the study area identifying key challenges to be addressed
- Review of relevant local, regional, and national strategic policies
- Develop and agree a clear vision and objectives with stakeholders.
- Analyse the need for intervention.
- Project prioritisation to identify option for investment.
- Develop a clear theory of change for the investment.
- Assess how the investment fits in with other investments including consideration of dependencies.

The Economic Case should cover:

- Identify key benefits based on the theory of change.
- Identify ways of modelling and monetarising benefits based on departmental guidance and considering the risk of double counting.
- Determine costs, setting out clearly what they include and apply relevant adjustment factors.
- Value for money assessment over the appraisal period including sensitivity tests.
- Consideration of non-monetary benefits including social value

The Financial Case should cover.

- Identify project costs including capital and operating costs and risks over time.
- Ensure funding and financing are both covered.
- Assess funding sources, project cash flows over time and the funding ask in a financial model.
- Assess overall affordability of schemes.
- Consider wider financial implications such as balance sheet treatment and tax issues.
- Provide information on due diligence that has been undertaken to ensure the project costs are robust and sensitivity testing to understand a range of possible outcomes.

The Commercial Case should cover.

- Identify who the scheme/promoter is.
- Develop the procurement strategy.
- Set the commercial strategy and set out contract arrangements including implications.
- Consider social value in procurement.
- Demonstrate market testing or other evidence that there is a market to deliver the project.
- Determine the allocation of risks.

The Management Case should cover.

- Identify governance including roles and responsibilities.
- Develop a programme for investment with key milestones and decision points clearly identified.
- Develop a stakeholder engagement and communications strategy.
- Assess project risks and dependencies.
- Develop a benefit realisation plan and monitoring & evaluation strategy.

An Outline Business Case must also demonstrate the following:

1. Land required to deliver the Project is demonstrably secured or there is a process to bring all the land required under the control of the Project Lead(s), including any letters of intent with relevant landowner(s).
2. Any other sources of funding, required to deliver the project within required timescales have been identified, with a reasonable route to securing funds identified.
3. Planning application is submitted, or at a minimum demonstrable engagement undertaken with the local Planning Department, to ensure requirements of proposed activity are known.
4. Confirmation that the project remains in accordance with the Newark Town Investment Plan/Regeneration Plan with respect to overall grant and match contribution.
5. Outputs, timings, and objectives for the project, which are in accordance with the Newark Town Investment Plan (July 2020) have been identified, or Regeneration Plan (2025).
6. The project has a detailed risk register which includes:
    a. The Project Lead responsible for the project
    b. Scored risks.
    c. Mitigations to address the risk.
    d. A new score taking mitigations into account.
6. Confirmation that the project is Subsidy Control compliant.

Appendix 5 - Full Business Case requirements for grant awards over £1m

Full Business Cases should address, in a proportionate manner, the five cases set out in the HM Treasury Green Book and considered 'Green Book Compliant.'

The Strategic Case should cover:

- Baseline analysis of the study area identifying key challenges to be addressed
- Review of relevant local, regional, and national strategic policies
- Develop and agree a clear vision and objectives with stakeholders.
- Analyse the need for intervention.
- Project prioritisation to identify option for investment.
- Develop a clear theory of change for the investment.
- Assess how the investment fits in with other investments including consideration of dependencies.

The Economic Case should cover:

- Identify key benefits based on the theory of change.
- Identify ways of modelling and monetarising benefits based on departmental guidance and considering the risk of double counting.
- Determine costs, setting out clearly what they include and apply relevant adjustment factors.
- Value for money assessment over the appraisal period including sensitivity tests.
- Consideration of non-monetary benefits including social value.

The Financial Case should cover:

- Identify project costs including capital and operating costs and risks over time.
- Ensure funding and financing are both covered.
- Assess funding sources, project cash flows over time and the funding ask in a financial model.
- Assess overall affordability of schemes.
- Consider wider financial implications such as balance sheet treatment and tax issues.
- Provide information on due diligence that has been undertaken to ensure the project costs are robust and sensitivity testing to understand a range of possible outcomes.

The Commercial Case should cover:

- Identify who the scheme/promoter is.
- Develop the procurement strategy.
- Set the commercial strategy and set out contract arrangements including implications.
- Consider social value in procurement.
- Demonstrate market testing or other evidence that there is a market to deliver the project.
- Determine the allocation of risks.

The Management Case should cover:

- Identify governance including roles and responsibilities.
- Develop a programme for investment with key milestones and decision points clearly identified.
- Develop a stakeholder engagement and communications strategy.
- Assess project risks and dependencies.
- Develop a benefit realisation plan and monitoring & evaluation strategy.

The Full Business Case must include:

- Evidence for the intervention using rigorous analysis of quality data and the application of best practice.
- An assessment of value for money. Attention should be given to how different types of projects will be compared and assessed. Typically, this would include the following considerations at a level proportionate to the scale of funding required for the proposal:

    - A clear economic rationale that justifies the use of public funds in addition to how a proposed project is expected to contribute to strategic objectives.
    - Clearly defined inputs, activities, outputs, and anticipated outcomes, ensuring that factors such as displacement and deadweight have been considered.
    - Benefits that exceed the costs of intervention using appropriate value for money metrics
    - Appropriate consideration of deliverability and risk along with appropriate mitigating action (the costs of which must be clearly understood).

Recognising the diversity of market conditions, no minimum value for money threshold is set for projects. However, to follow best practice, all Business Cases must contain robust value for money assessments. If value for money values is low (below 1.2 BCR), then additional robust justification should be provided. A BCR below 1.0, is unlikely to be funded. A variety of measures can be used to summarise value for money, this includes estimates for:

- Net Present Social Value (NPSV) - defined as the present value of benefits less the present value of costs. It provides a measure of the overall impact of an option.
- Benefit-Cost Ratios (BCR) - defined as the ratio of the present value of benefits to the present value of costs. It provides a measure of the benefits relative to costs.

Net present social value and benefit-cost ratios should not be treated as a full representation of value for money. Rather, they should be used to summarise the benefits and costs that can be readily monetised or quantified. There may be wider strategic or social value to an intervention which may not be easily assimilated into calculations.

For relevant projects, the Green Book Business Case should include details of how it meets the governments clean growth principles and Public Sector Equality Duty (PSED).

Any Full Business Case submitted by the Project Lead(s) must also demonstrate the following:

1. All milestones from the Outline Business Case have been met or are sufficiently developed.
2. Planning application is submitted, or at a minimum demonstrable engagement undertaken with the local Planning Department, to ensure requirements of proposed activity are known.
3. A project plan is provided for procurement of a contractor/ developer / Management Company has completed, compliant with Public Contract Procedure Rules.
4. Confirmation from the Project Lead in writing that the project will be completed in line with the Full Business Case, including a letter confirming the financial details from their Financial Director, or equivalent.
5. Confirmation that all funding is secured, with details of the sources of funding included in the Full Business Case.
6. Confirmation that all landownership is already secured and/or legal agreements are prepared and agreed in principle for execution.
7. The project has a detailed programme and phasing plan which identifies the start and

completion elements of the project along with costs associated with each phase and outputs / outcomes that will be delivered on a quarterly basis.

8. The project has a detailed risk register which includes:
    a. The Project Lead responsible for the project
    b. Scored risks.
    c. Mitigations to address the risk.
    d. A new score taking mitigations into account.
9. Confirmation that the project is Subsidy Control compliant.

Project Leads are required to address all the points above in order to progress the Business Cases. Failure to supply this information may delay approvals and recommendations to the board.

Appendix 6 - Business Case requirements for grant awards between £250,000 to £999,999

Projects receiving grant awards between £250,000 to £999,999 must have a business case developed and submitted by the project lead(s). A template will be provided by the accountable body for the development of the business case. The business case will be assessed by assurers appointed by the accountable body on behalf of the board, to ensure the project addresses the following 5 principles, on a proportionate basis (considering the value of grant and complexity of the scheme):

- The Strategic Case
- The Economic Case
- The Commercial Case
- The Financial Case
- The Management Case

The business case must demonstrate the following:

1. Confirmation that a planning application is submitted, or at a minimum demonstrable engagement undertaken with the local Planning Department, to ensure requirements of proposed activity are known.
2. A project plan is provided for procurement of a contractor/ developer / Management Company has completed, compliant with Public Contract Procedure Rules.
3. Confirmation from the Project Lead in writing that the project will be completed in line with the business case, including a letter confirming the financial details from their Financial Director, or equivalent.
4. Confirmation that all funding is secured with details of the sources of funding included in the business case.
5. Confirmation that all landownership is already secured and/or legal agreements are prepared and agreed in principle for execution.
6. Consideration of equality, diversity and environmental implications relating to the project and solutions to address implications.
7. The project has a detailed programme and phasing plan which identifies the start and completion elements of the project along with costs associated with each phase and outputs / outcomes that will be delivered on a quarterly basis.
8. The project has a detailed risk register which includes:
    a. The Project Lead responsible for the project
    b. Scored risks.
    c. Mitigations to address the risk.
    d. A new score taking mitigations into account.
9. Confirmation that the project is Subsidy Control compliant.

Appendix 7 - Business Case requirements for grant awards up to £249,999

For projects receiving grant of up to £249,999, a high-level business case should be submitted by the Project Lead(s) (with no set template), to demonstrate the following minimum requirements:

1. Explanation of the project scope and alignment to the Local Regeneration Plan/Town Investment Plan including details of deliverables, strategic objectives for investment including specific outputs and outcomes to be delivered.
2. Justification for investment and need for intervention/opportunity in relation to local challenge and/or opportunity.
3. Confirmation planning application is submitted, or at a minimum demonstrable engagement undertaken with the local Planning Department, to ensure requirements of proposed activity are known.
4. Consideration of equality, diversity, and environmental implications.
5. A project plan is provided for procurement of a contractor/ developer / Management Company has completed, compliant with Public Contract Procedure Rules.
6. Confirmation that all funding is in place with details of the sources of funding included in the business case.
7. Confirmation that all landownership is already secured and/or legal agreements are prepared and agreed in principle for execution.
8. The project has a detailed programme and phasing plan which identifies the start and completion elements of the project along with costs associated with each phase and outputs / outcomes that will be delivered on a quarterly basis.
9. The project has a detailed risk register which includes:
    a. The Project Lead responsible for the project
    b. Scored risks.
    c. Mitigations to address the risk.
    d. A new score taking mitigations into account.
10. Confirmation that the project is Subsidy Control compliant.

Appendix 8 - Newark Town Board Membership List (2025)

Organisation	Name/Title	Representation	Role
Your CVS	Louise Casey	Voluntary/community	Co - Chair
Lincoln College Group	Penny Taylor	Education/community	Co - Chair
Newark Showground	Tony Aspbury	Industry/community	Vice - Chair
Member of Parliament	Rt Hon Robert Jenrick MP	Government	Member
East Midlands Mayor	Claire Ward	Government	Member
Nottinghamshire County Council	Cllr James Walker-Gurley	Government	Member
Newark and Sherwood District Council	Cllr Rowan Cozens	Government	Member
Town and Parish Council Representative	Cllr Dawn Campbell	Government	Member
Masdings of Newark	Darren Burke	Retail/business	Member
Newark Business Club	James Carpenter	Investment/business	Member
Nottinghamshire Police	Inspector Charlotte Ellam	Police	Member
St Mary Magdalene with St Leonard	Andrew Fearn	Heritage/culture/ community	Member
NHS	Karen Fearn	Health	Member
The Office of Rt Hon Robert Jenrick MP	Sue Gray	Government	Advisor
Nottinghamshire County Council	Joelle Davies	Government	Advisor
Newark and Sherwood District Council	John Robinson	Government	Advisor
Newark and Sherwood District Council	Sanjiv Kohli	Government	S151 Officer
Newark and Sherwood District Council	Matt Lamb	Government	Advisor
Newark and Sherwood District Council	Neil Cuttell	Government	Advisor
Newark and Sherwood District Council	Helen Brandham	Government	Secretary
Newark Town Council	Matthew Gleadell	Government	Advisor
Historic England	Rose Thompson	Heritage	Advisor
Environment Agency	Kathryn Sharp	Environment	Advisor

NEWARK & SHERWOOD DISTRICT COUNCIL

Report to:	Cabinet Meeting - 11 November 2025
Portfolio Holder:	Councillor Claire Penny, Sustainable Economic Development
Director Lead:	Matt Lamb, Director of Planning & Growth
Lead Officer:	Neil Cuttell, Business Manager - Economic Growth & Visitor Economy, Ext. 5853

Report Summary	
Type of Report	Open Report, Key Decision
Report Title	Newark & Sherwood District Council Sustainable Economic Growth Strategy 2026 - 2031
Purpose of Report	To present to Cabinet the Newark & Sherwood District Council Sustainable Economic Growth Strategy 2026 – 2031
Recommendations	To endorse the Newark & Sherwood District Council Sustainable Economic Growth Strategy for 2026 – 2031
Alternative Options Considered	There is an option to not update the Sustainable Economic Growth Strategy. This option has been discounted as Newark & Sherwood District Council have identified economic growth as a priority.
Reason for Recommendations	To enable a strategic, meaningful direction of travel for local economic growth the proposed recommendation to update the Sustainable Economic Growth Strategy based on data and evidence is recommended.

1.0 Background

1.1 In November 2020, officers established the NSDC Economic Growth Strategy for 2021 – 2026. Over the previous four years officers have worked on implementing programmes & projects detailed in this document, including over £31 million of grant support to businesses during the Covid-19 pandemic, the facilitation of Towns Funds Projects such as the ASI, Levelling Up Funds and Shared Prosperity Funds, and the organisation of events such as the annual Future First Careers Expo to promote local employment and skills opportunities. This strategy to respond to the changing socio-economic picture, and to tackle emerging opportunities and challenges, a new strategy to cover the period 2026 – 2031 has been developed.

1.2 In 2024 officers commissioned The Knowledge Ladder to compile two reports that would become the evidence base informing the direction of travel for the vision, priorities and actions of this strategy. These were:

- A reappraisal of the 2017 Social Mobility Report
- An Economic Assessment that investigated metrics including employment, skills, business growth and productivity

1.3 The reports identified that Newark & Sherwood was a developing district with improving social mobility compared to other local authority districts between 2017 and 2023, although there is a need to enhance skills, aspirations and health. There are opportunities to develop the district as a destination, and to grow key sectors. However, there are challenges that require attention, such as infrastructure, sustainability and job creation.

The Sustainable Economic Growth Strategy 2026-2031 is attached as **Appendix 1** to the report.

1.4 The vision within the Strategy is "*To make Newark & Sherwood a prosperous place, where productivity is high, inclusivity is at the heart of our communities, our residents have barriers removed and opportunities created and maintained for skills, qualifications and employment that enriches their lives. The area where, starting and building a business is nurtured, increased investment is achieved, infrastructure is secured for sustainable growth, people visit and experience our offer, and our communities have a bright future*"

1.5 After reviewing the Knowledge Ladder research, the NSDC Community Plan (objective 3) the East Midlands Combined Authority (EMCCA) Inclusive Growth Commission and Growth Plan and other local data sources, officers have proposed the following emerging priorities:

- Diversifying Town Centres to have a sustainable mix of diverse offers including increased residential provision, higher footfall and increased diversity of offer including culture, leisure and health.
- Accelerating the upskilling and reskilling into education or employment with a focus on young people and those with no qualifications
- Supporting people to become economically active, especially after sickness and ill health
- Improving connectivity and infrastructure to areas with poor access or potential beneficial impacts for economic growth
- Focussing support around key sectors of the local economy, including Health, Transport, Storage, Accommodation, Food, Clean Energy, Construction, Real Estate, ICT, and Manufacturing
- Make Newark & Sherwood an aspirational destination to visit, work and live

These priorities align with several identified in the UK Industrial Strategy and the EMCCA Growth Plan & Inclusive Growth Commission. Local needs mentioned during a UK Industrial Strategy consultation with local industry also further influenced the evidence base of the strategy.

1.6 Differences from the previous strategy include a greater focus on health, particularly after recent data revealed a higher-than-average portion of the local population is unable to access employment due to long-term illness. Raising qualifications and aspirations of young people has also been identified as a key area to prioritise, providing incentives for more young people to stay within the district rather than seek opportunities elsewhere. Continuities from the 21-26 Strategy include the focus on diversifying the district's town centres, and the development of growing sectors such as manufacturing, construction and logistics.

Developing Newark & Sherwood as a destination will also be a key priority in the 26-31 Strategy. A Destination Management Plan (DMP) focusing on enhancing the local visitor economy has been incorporated into the strategy.

Further the Strategy will reflect sustainable growth, which considers economic growth that meets current needs without compromising the ability of future generations to meet their own. Where practicable in the delivery of projects this will be through environmentally friendly, socially responsible and economically viable routes.

1.7 **Consultation & Engagement**

Three consultation sessions were held with District Council Members during February 2025, engaging 26 Members in total. Following this, the Knowledge Ladder report's and the draft Sustainable Economic Growth Strategy were shared for Members to comment on. A number of members responded and assisted in shaping the draft into the proposed version for recommendation. Following this a further internal consultation was undertaken with Business Managers meeting to identify cross departmental priorities that may need to be considered in developing the updated strategy. Business Managers have also responded and assisted in the development of the Strategy. Finally, consultation with external partners and stakeholders was conducted during June to August 2025, and this included organisations such as East Midlands Combined Authority, Nottinghamshire County Council, Business Clubs and the Federation of Small Businesses, as well as training providers such as Newark College. The response from key stakeholder was positive and there was recognition of the alignment and shared objectives of the EMCCA Growth Plan, as well as support from partners to the direction of travel.

1.8 The associated action plan will be annually reviewed and consider changes to national, regional and local economic conditions, national and regional policy changes, and the utilisation of any opportunities that arise during the year. The action plan will be presented to the Portfolio Holder and Cabinet annually with a synopsis evaluation of the previous year.

1.9 **Local Government Reform**

As Members are aware, Newark & Sherwood District Council is identified as a local authority affected by the proposed Local Government Reform programme and will likely be amalgamated into a Unitary Council in 2028. The Sustainable Economic Growth Strategy has been developed with this consideration, and whilst evidence based, will allow for the new Unitary Council to have an agreed approach to economic growth in a period of transition. The creation of a new Unitary Council will seek to establish key services such as governance, leadership, finance, and ICT in the first instance, and there will be an expectation from Government to continually provide other statutory and non-statutory services during this period. The Sustainable Economic Growth Strategy will allow the new Council to have an

Economic Growth & Visitor Economy function that identifies key priorities and interventions for this locality, creating a sustainable legacy for the locality.

2.0 <u>Proposal/Options Considered</u>

2.1 The Sustainable Economic Growth Strategy 2026-2031 is proposed based on providing a strategic direction for Newark & Sherwood District Council that provides a data and evidenced based approach. The Strategy is aligned with the Community Plan 2023-2027 seven ambitions and is aligned to the East Midlands Combined County Authority Growth Plan published in October 2025.

2.2 The Strategy encompasses both what is deliverable within the capacity and resources of the Council, including commitments undertaken in the delivery of economic growth such as the Pride in Place Programme.

2.3 There is an option to not update the Sustainable Economic Growth Strategy, however this has been discounted as Newark & Sherwood District Council have identified economic growth as a priority and has undertaken meaningful programmes and projects over the last 8 years which can be built upon.

3.0 <u>Implications</u>

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.

<u>Financial Implications (FIN24-25/6295)</u>

3.1 There are no financial implications arising from this report.

<u>Legal Implications 2526/6484</u>

3.2 All legal implications have been addressed within the report. A consultation exercise has been carried out and recommendations are made based on the evidential conclusions.

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 Sustainable Economic Growth Strategy 2026-2031

Foreword by Portfolio Holder

TBC

Newark and Sherwood's Economy

Newark and Sherwood has a population of 122,900 and covers over 65,134 hectares of land. The District has seen a 7% population growth since the 2011 census and has seen a growth in productivity of 10.4% in 2022.

The District is the home to over 5,000 businesses that operate on the national and global stage; and beautiful countryside with a variety of unique habitats. Robin Hood, a legend at the heart of national folklore, is a key figure in our region's identity and continues to draw visitors from across the world. Sitting at the crossroads of multiple road and rail transport networks and the River Trent, Newark & Sherwood is also well located for businesses and visitors.

We want to do all that we can to enable residents and businesses to flourish and fulfil their potential, as well as encouraging more visitors to enjoy all that Newark and Sherwood has to offer, from the historic market town of Newark, the picturesque Minister town of Southwell to Edwinstowe, the Gateway to Sherwood Forest.

Newark is the largest town in the district, with a population of approximately 30,000. A historic market town with a variety of heritage assets and independent retailers, it attracts an average footfall of 7,000 visitors per day. Despite this, Newark has struggled with challenges such as the rising cost-of-living impacting spend in the town, skills shortages, and significant retail vacancies, sitting at 12.6%. The area was also highlighted as one of the most challenged in the UK within the 2017 Social Mobility Report for young people to have positive outcomes for employment, training and qualifications.

Nonetheless, there are also multiple opportunities to boost growth, including the development of new homes and employment land at Middlebeck & Fernwood, Newark, to the dualling of the A46, and catalyst transformational projects including the Construction College, Air & Space Institute, Community & Activity Village and Castle Gatehouse.

There are also opportunities to redevelop and revitalise former mining towns such as Ollerton, Clipstone Rainworth and Bilsthorpe, through government investment. These areas have often been characterised as 'left behind' and face challenges and barriers evidenced by multiple indicators of the Indices of Multiple Deprivation, particularly in health, and the impact of poor health on residents affect the local economy. Investment into these Towns & Villages present an opportunity to uplift the local community and transform the towns into more vibrant places to live, work and visit. The Council will seize on opportunities to progress the development of the Ollerton Town Centre Regeneration Project and Clipstone Regeneration Project as part of the Sherwood Revival Programme.

The District Council is one of several public sector stakeholders, with Town and County Councils and East Midlands Combined County Authority all having powers and responsibilities to support economic growth, it is therefore important to ensure that the Sustainable Economic Growth Strategy connects to the EMCCA Growth Plan and the UK Industrial Strategy. The Council cannot deliver economic growth in isolation, collaboration, engagement and inclusion with stakeholders and communities is paramount to developing and improving place.

The opportunity provided through Local Government Reform over the next 5 years requires placing the District at the heart of transformation, through supporting economic growth. The development of pipeline programmes and projects that offer interventions, evidenced by need, focuses this strategy to progress into the 2030s.

Vision

"To make Newark & Sherwood a prosperous place, where productivity is high, inclusivity is at the heart of our communities, our residents have barriers removed and opportunities created and maintained for skills, qualifications and employment that enriches their lives. The area where, starting and building a business is nurtured, increased investment is achieved, infrastructure is secured for sustainable growth, people visit and experience our offer, and our communities have a bright future"

Our Priorities

1. Diversifying Town Centres to have a sustainable mix of diverse offers including increased residential provision, higher footfall and increased diversity of offer including culture, leisure and health.
2. Accelerating the upskilling and reskilling into education or employment with a focus on young people and those with no qualifications.
3. Supporting people to become economically active, especially after sickness and ill health
4. Improving connectivity and infrastructure to areas with poor access or potential beneficial impacts for economic growth.
5. Focusing support around key sectors of the local economy, including Health, Transport, Storage, Accommodation, Food, Clean Energy, Construction and Real Estate, ICT, and Manufacturing
6. Make Newark and Sherwood an aspirational destination to visit, work and live

Within the priorities for local economic growth there are key threads of Health & Wellbeing, Sustainability, and Inclusive & Sustainable Growth that are interwoven into the delivery of the Strategy. Sustainable growth, will consider economic growth that meets current needs without compromising the ability of future generations to meet their own. Where practicable in the delivery of projects this will be through environmentally friendly, socially responsible and economically viable routes.

NSDC are in a position to influence the development of key sectors that employ a significant proportion of residents and are among the biggest contributors to local GVA (such as manufacturing, logistics and health) via targeted interventions. The council is also in the position to prompt the growth of newer industries that are becoming increasingly vital (such as digital technologies, energy production and green technology) through the varied support offered within the different business units such as commercial tenancies, funding, business rate incentivisation, procurement and access to training & mentoring. Interventions are the preferred option over allowing market forces to dictate business growth; if NSDC were to do nothing this could lead to escalating inequalities in income, infrastructure and employment as a result of market failures.

Policy Context

There are a number of policies that work in synergy with the delivery of the Newark & Sherwood Sustainable Economic Growth Strategy, these include, at the national level, the government intent for economic growth as outlined in the proposed UK Industrial Strategy, regionally the Mayor of the East Midlands has developed, with the aid of the Inclusive Growth Commission a Local Growth Plan for the East Midlands , and locally both the County Council and District Council have outlined an intent to drive forward economic development within their own plans.

The priorities of these strategies align with several of the priorities identified in the EMCCA Local Growth Strategy which has been developed for the East Midlands .

The EMCCA Vision for Growth for the East Midlands aims to become a global model for regional development powered by the Green Economy. The vision is rooted in:

- Clean energy innovation
- Decarbonised industry
- Energy security
- Inclusive and spatial growth

It builds on the region's industrial heritage and strengths in sectors like energy, aerospace, automotive, and rail, while leveraging strategic assets such as Freeports, Investment Zones, and world-class universities and businesses (e.g., Rolls Royce, Toyota). The plan is built around three strategic pillars:

• Investing in six enablers of growth, including skills, clean energy infrastructure and climate resilience, innovation, housing and place, business partnerships, and transport and digital connectivity.

• Supporting the development of a sub-set of high-impact sectors, including advanced manufacturing, MedTech and Life Sciences, Visitor Economy, Digital Creative and Cultural, and Clean Energy.

• Applying a place-based approach across the region, emphasising the priority of investment across seven Growth Strategy Areas

The vision sets out to:

- Create 100,000 new jobs
- Deliver 52,000 new homes
- Add £4.6 billion in annual GVA to the UK economy
- Develop 4.2 million sqm of commercial floorspace

The growth strategy is structured around seven key areas:

1. Trent Arc – A nature-led urban network linking Derby and Nottingham, including a New Town proposal and major transport upgrades.
2. Canal Corridor – Revitalising historic market towns and industrial zones along the Chesterfield Canal.
3. Supercluster – Anchored by the STEP fusion project at West Burton, aiming to become a global hub for clean energy and innovation.
4. Derwent Valley Mills – Heritage-led regeneration of a UNESCO World Heritage Site.
5. Peaks and Dales – Enhancing the visitor economy and rural infrastructure in the Peak District.
6. The Heartlands – Tailored growth strategies for diverse communities like Mansfield and Newark.
7. The Loop – A long-distance walking trail connecting cultural and natural assets across the region.

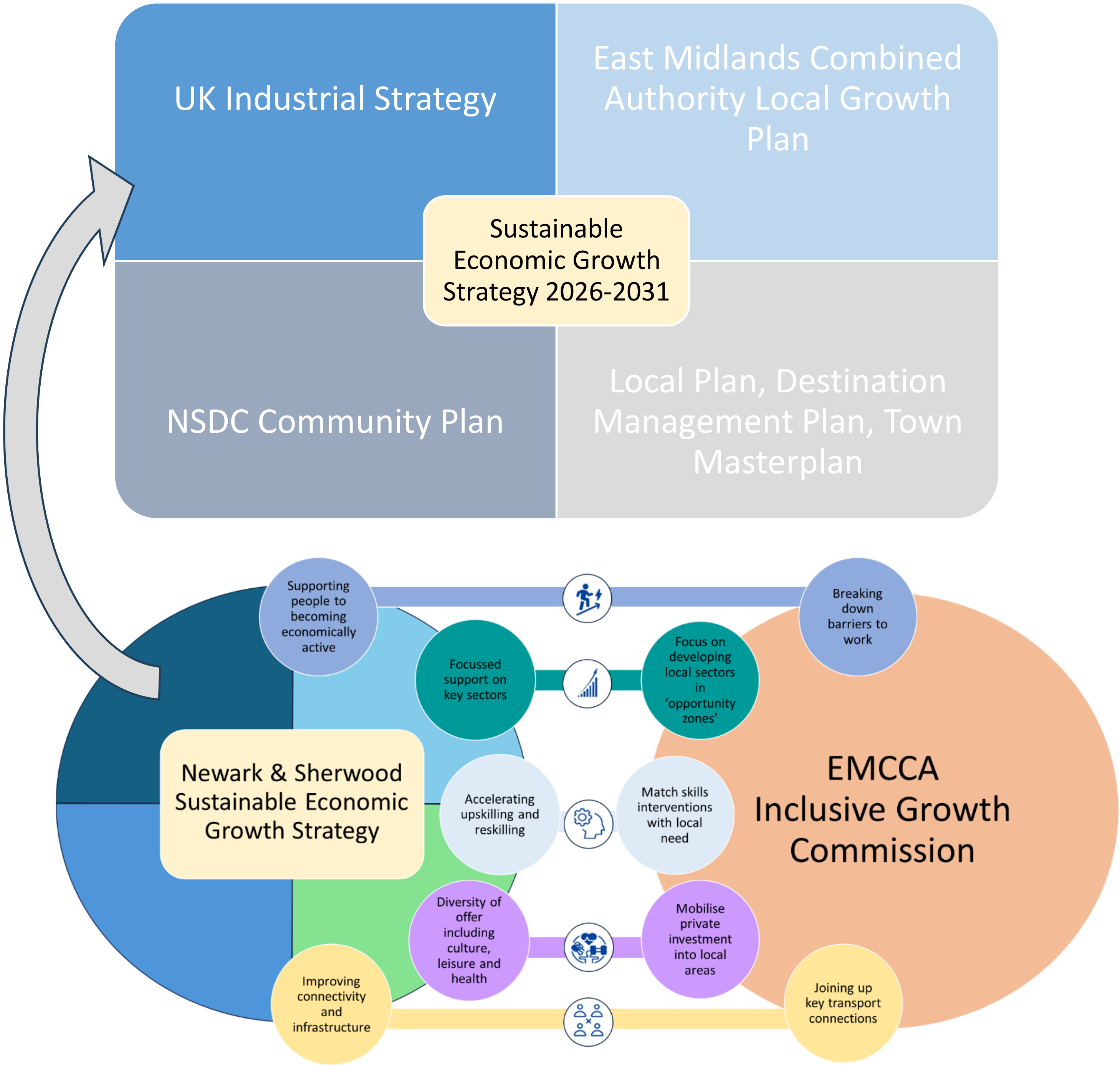
The vision is underpinned by several emerging principles:

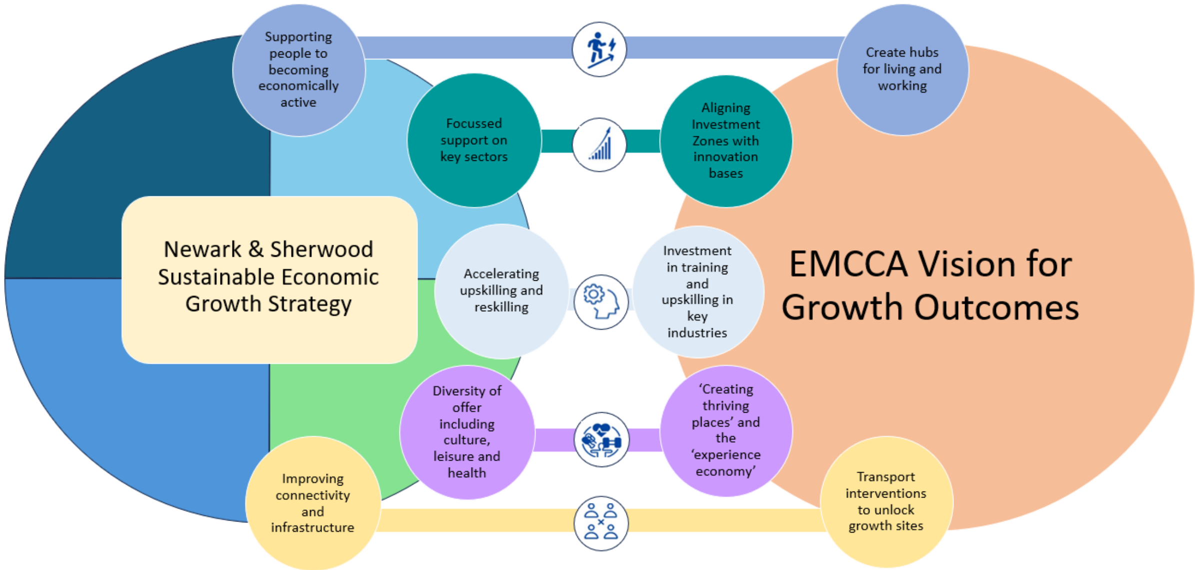
- Master our own destiny – proactive planning and delivery
- Reimagine identity – a unified regional narrative
- Net zero & nature – central to health, wellbeing, and economic growth
- Multiplier effects – closed-loop thinking for supercharged growth
- Radical simplification – streamlined processes and accelerated outcomes
- Global ambition – evolving from local strength to international reputation

The roadmap is divided into three phases:

- Now (2025–2030): Early wins, stakeholder engagement, infrastructure planning
- Near (2030–2040): High-impact projects, regional capacity building, flagship developments
- Next (2040+): Global recognition, fusion energy, advanced industrial powerhouses

These include interventions to prompt investment in local business and infrastructure, as well as skills development to match economic needs. Graphics comparing the two plans can be found on the page below.


UK Industrial Strategy
East Midlands Combined Authority Local Growth Plan
Sustainable Economic Growth Strategy 2026-2031
NSDC Community Plan
Local Plan, Destination Management Plan, Town Masterplan
Supporting people to becoming economically active
Breaking down barriers to work
Focussed support on key sectors
Focus on developing local sectors in 'opportunity zones'
Newark & Sherwood Sustainable Economic Growth Strategy
EMCCA Inclusive Growth Commission
Accelerating upskilling and reskilling
Match skills interventions with local need
Diversity of offer including culture, leisure and health
Mobilise private investment into local areas
Improving connectivity and infrastructure
Joining up key transport connections



Several local areas of focus align with the policy areas of the new UK Industrial Strategy. Both prioritise upskilling and reskilling to help support people in becoming economically active while enhancing productivity of high growth sectors.

The Why? Data & Evidence)

In 2024 the Council commissioned an evaluation of the 2017 report on Social Mobility. When first published this report identified a series of challenges to the social mobility for the local communities. The new study was undertaken with two goals in mind:

1) To assess and compare the data provided in the 2017 Social Mobility Report
2) To collect new data for the intervening years and determine whether the work undertaken by the Council and partners had increased beneficial impacts for the local community

In synergy with this study, an Economic Assessment was created that evaluated socio-economic data relating to people, skills, employment, business growth and carbon emissions. This study followed the delivery of the 2021-2025 Economic Growth Strategy which intended to deliver growth during and after the Covid-19 pandemic.

The two reports identified the key evidential data to assist in shaping and defining the work that the Council and partners will seek to address in the period 2025-2030. To review these documents in full please refer to Appendix 1 & 2. (To access these please go to Data Appendix)

The data and evidence identifies that the District has seen some notable improvements within the economy over the last few years including:

- Population Growth: Newark and Sherwood's population growth since the last census in 2011 is 7%, which is higher than the national average of 6.3%.

- Education and Skills: The area has a higher rate of adults aged 19+ achieving a Further Education qualification in 2022/23 at 5,570 per 100,000 population, compared to 3,529 nationally. Additionally, Newark and Sherwood has a higher rate of residents starting apprenticeships than the national average.
- Local Business Growth: Newark and Sherwood experienced a growth in GDP of 10.4% between 2020 and 2021, compared to a growth of 8.7% for the UK overall

However there also remains some significant challenges, which include:

- Productivity is low, and there are many people who have poor health who are economically inactive, which stands at 20.8% of the population.
- Employment and Skills: The percentage of working-age residents with higher-level skills (NVQ levels 3+ and 4+) is below the national average, with 33.7% qualified to at least a level 4 in 2021 (44.5% nationally) 6. Additionally, the percentage of working-age residents with no qualifications is higher than nationally at 12.8% (6.5% nationally).
- Business Sustainability: Newark and Sherwood has experienced more business deaths than births in every quarter since Q2 2022 8. The number of enterprises declined between 2023 and 2024 by 3.3%, in line with the national trend.

Despite improvements, Newark & Sherwood continues to face low educational outcomes and limited aspirations among young people. The area also has significant pockets of deprivation, with 3,100 children living in low-income families and many residents living with disabilities. Further, health inequalities are pronounced, particularly in the most deprived wards.

This data and evidence identifies the 'why' we have chosen the vision and priorities to address within the local area. It also assists with where the Council can support key sectors, geographic areas, and cohorts of the community to allow for meaningful, inclusive, sustainable economic growth.

Business Consultation

In conjunction with work being done to support the national Industrial Strategy, NSDC engaged with businesses, investors, developers and other partners to understand the current barriers to growth and future challenges that may be on the horizon.

People and Skills were again a key issue, with local businesses experiencing difficulties in recruitment and retention of skilled staff. Some partners reported that there has been a 'hollowing out' of the population in some localities, particularly in the 18-30 demographic, many of whom have moved out of district to pursue opportunities in cities. It was suggested that steps should be taken raise local aspirations; attract people to stay in, or return to, Newark; and showcase the local opportunities there are available to combat the belief that younger people must move away to succeed.

This challenge is partly linked the current perception of place in Newark & Sherwood, as well as the wider East Midlands region. Possible solutions included the development of a marketing tool to promote the area, curate a more positive image and introduce potential investors to what the district has to offer.

Engagements revealed a decline in business confidence for the future. A recent FSB survey revealed that only 29% of SMEs in the region were confident that they could grow. This is partly due to changes to NI contributions and employment legislation, as well as uncertainty regarding upcoming regulatory, skills and technological change, such as Government's AI Action Plan. SMEs need support in understanding what these changes mean for them, as well as clear pathways to achieve Government's ambitions.

Partners also identified the need for business incubation space so start-ups can work in a supportive environment. In the UK approximately 90% of start-ups fail within their first 5 years of operating, however by creating a dedicated space in which entrepreneurs can collaborate with likeminded business owners and share experiences it could help reduce the number of business deaths during their first years of trading.

Infrastructure requirements were highlighted by developers as key barriers to overcome for future investment to take place, such as greater certainty around upgrades to critical transport infrastructure such as the A614 and A46. One of the most prominent of these was existing power limitations in the East Midlands region which limits where manufacturers can grow and locate. A recommendation that emerged from this was to align power needs with development sites.

Sectoral Focus:

Town Centre Agenda

In 2022 the Council undertook a resident survey that identified a need to address the decline within town centres. This consultation informed the Council that the Town Centre agenda was a priority, and that actions and interventions to shape, design and support prosperous town centres across the District were needed.

In doing this the Council is aware that the District is polycentric and has four town centres serving the different needs of the local communities and catchments. Newark, as the largest Town Centre has an oversupply of retail floorspace. Meanwhile, Southwell as a small town as higher demand for commercial and retail units. Edwinstowe has a vibrant high street that is in part disconnected via public realm, pathways and access to the USP that is Sherwood Forest. Finally, Ollerton is a town serving a community not well connected to Newark or Mansfield.

The Council have sought to intervene through leadership, policy development, advice, guidance, support, information including high street health metrics, partnership work with stakeholders and businesses and through use of government funds. To enable this a series of specific Town Centre Action Plans will be created.

Renewable Energy, Biodiversity and Carbon Emissions

The NSDC Community Plan 2024-27 and the UK Industrial Strategy Green Paper have recently highlighted Net Zero as a key objective. The proposed Industrial Strategy makes a commitment to sustainable growth, recognising the Clean Energy Mission and the Net Zero transition as opportunities for enhancing the economy and creating jobs. Data from SUEZ UK predicts that the energy transition will establish more than 500,000 new ‘green skills’ roles across various industry sectors by 2040, highlighting it as an area with a high potential for growth.

Previous local interventions to encourage sustainable thinking include the joint commissioning of decarbonisation support through UKSPF. Support involved 1-to-1 sessions and ‘credits’ to spend on energy efficiency measures. Similarly, recent grants allowed rural businesses to help develop more sustainable processes. Sustainability has also been a focus of business support events including workshops, conferences and support programmes.

The role of the Council in achieving this sustainability objective is as in community leaders, influencers and collaborators. Officers can work with experts to guide businesses through challenges involved with decarbonisation, biodiversity and ESG. By gathering intel and developing relationships we can build a convincing case for change, taking advantage of planned solar farms and step fusion to encourage the growth of green energy businesses.

Officers will work with partners to influence the rollout of decarbonisation support through local knowledge.

Manufacturing, Transport, ICT, Real Estates and Construction

The identified sectors are key to the local economy, providing employment, skills and training at significant levels; and generating GVA for the local area, coupled with the potential for higher economic growth in the future. The placement of these sectors within the locality provide an ideal environment an thriving agglomeration economy, with supply chains and local labour markets linking in. Together these factors create an offer that can be capitalised upon to drive economic growth.

The local Manufacturing sector contributes £181 million to local GVA and provides jobs to approximately 6,000 people, with large employers in a variety of subsectors, including Specialist Technologies (Barcode Warehouse), Food (Bakkavor) and Automotive components (NSK). The breadth of subsectors that are present in the district provide a variety of roles for residents to develop skills in.

The Transportation & Storage sector is an expanding industry in the district, with opportune connections across the UK via road and rail. Large employers such as GXO reside at Newark and Boughton, providing roles in areas such as automation, and significant opportunities for growth and inward investment are on the horizon, including development of logistics floor space at a strategic location just north of the A46-A1 junction.

The Information and Communication sector is not among the district’s largest employers, however the Knowledge Ladder’s Economic Assessment reveals that it is a highly productive sector with the fourth largest GVA in Newark & Sherwood. Businesses in this sector range from small and micro enterprises that are recent startups, to established companies such as Digital Space - one of the district’s largest employers. The profitability and the rapid rate of change in the ICT sector presents a significant opportunity for growth in the district.

It is also important to note that the UK is the third largest AI market in the world, with the research ecosystem providing opportune conditions for innovation. The technology has already diffused across multiple sectors and has established a multiple AI-related jobs, prompting the UK Government to create a blueprint to take advantage of these changes in the AI Opportunities Action Plan. It is likely that future growth in the ICT sector will be linked to generative and agentic AI, making it important that local knowledge and skills are able to maintain pace with the rapid rate of change in the sector.

There are approximately 1,400 local Construction SMEs, making it the second largest local sector in terms of number of enterprises. Collectively the sector employs approximately 3,000 people as of 2023, each contributing to a GVA of approximately £188 million. Local skills provision such as the Construction College in Newark has helped to strengthen the pipeline of prospective employees transitioning into this industry, meaning that the skillsets of many residents are aligned with the needs of the sector, presenting significant opportunities for future growth if local infrastructure challenges are met.

The role of the Council, as place maker and curator, is to support and nurture higher economic growth in these sectors through a number of interventions. This can be through policy making, support though compliance, funding opportunities, and brokerage of the third party service provision, such as skills development, business development, land management, commercial site provision, or resourcing.

Health & Social Work Activities

As a foundational sector within the District, the Health and Social work activities is a key sector for the local economy. However, there are challenges within this sector that include skills shortages and skills gaps. Data has evidenced that there is a recruitment challenge within this sector, where employment is offered by the local labour market is not prepared. This presents an opportunity for the employers and local training institutions and providers to support one another to develop both short and long terms solutions to a sector that is needed within the community.

The role of the Council in supporting this sector is similar to that of the identified sectors above but may be extended to include further work and development on the skills programmes and offers connected to community.

The Visitor Economy: Newark & Sherwood Destination Management Plan (DMP)

This strategy also incorporates a DMP for Newark & Sherwood. The aim of this DMP is to elevate the visitor experience, foster sustainable visitor economy practices and drive facilitate growth in the local visitor economy sector. Our mission is:

> *To cultivate an immersive destination where the tapestry of history intertwines with the allure of nature, inviting visitors to embark on a journey of district-wide discovery whilst reconnecting to the joys of the outdoors. Through arts, culture and a deep reflection on our heritage and folklore we endeavour to inspire, educate, and enrich the lives of all who venture into the timeless embrace of Newark and Sherwood District.*

Research performed by officers included interviews and workshops with local stakeholders in the public, private and voluntary sectors. Evidence was also compiled using visitor intelligence from partners such as Visit Britain, Great Britain Day Visits, Nottinghamshire County Council, ONS, Global Tourism Solutions, and The Knowledge Ladder.

According to latest available figures, the visitor economy sector had an economic impact of £348.8 million on the economy of Newark and Sherwood during 2023, this represents an increase on recent years however spend has still not reached pre-Covid levels.

The sectors that comprise this sector make up approximately 21% of local GVA, however there has recently been a contraction in the number of visitor economy enterprises in the district by 3.7%

The research identified residents of Lincolnshire, Derbyshire, and Nottinghamshire as core audiences due to their proximity and accessible transportation connections, often being within a one-hour drive of Newark and Sherwood-based destinations.

The mix of single-family (66.2%) and one-person households (29.5%) in this local area suggests a diverse visitor demography, which opens opportunities for multi-generational and family-oriented tourism marketing, as well as experiences that cater to solo travellers and small groups.

Household deprivation has also be considered; it is estimated to impact 50.9% of households in Newark and Sherwood. This indicates that affordable, value-driven tourism experiences would resonate well with local visitors.

Due to the higher percentage of disabled individuals (19.9% compared to 17.7% nationally), there is also a vital importance that local attractions and services are accessible to all.

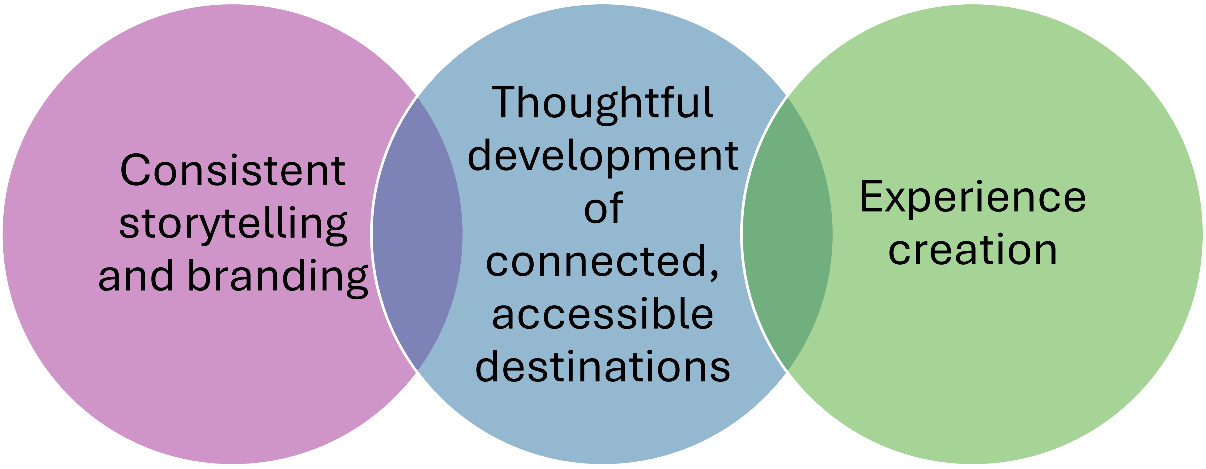
On a national level, day trips to cities and regional attractions (E.g. Wollaton Hall / Lincoln Castle) experienced a big increase in 2023 and current evidence suggests this trend continued in 2024. Overnight trips to cities and quaint towns also remained popular despite an overall drip in visitor numbers by 7%.

According to recent studies 33% of respondents preferred UK trips instead of overseas excursions due to ease of planning, indicating the presence of a wide audience-base from across the UK. As Newark & Sherwood is 1.15 hours from London by train there is an opportunity for the district to attract both day-trippers and overnight visitors by offering cozy accommodations, cultural experiences, and the renowned Robin Hood heritage.

National visitors can be split into 3 categories – families; experience-seekers in their late 20s and early 30s, and older visitors who enjoy traditional visits to country retreats. These are the audiences that are recommended for focus when developing campaigns, coupled with a need to increase accessibility for local visitors.

On an international level, visitors displayed an inclination towards spending, with expenditures reaching a record £31.1 billion across the country, indicating a resilient demand for experiences within the UK. International tourists are increasingly drawn to destinations that offer a harmonious blend of historical heritage and immersive modern attractions. Newark and Sherwood's attractions, notably Newark Castle, Sherwood Forest and Southwell Minster, align with these preferences, making them potential major draws. Despite this, global consumer spending slowed in 2023, particularly in Europe, likely as a result of global cost of living pressures.

From the audience analysis and evidence collection the following three priorities have been identified:



Actions related to one or more of these priorities have been incorporated into the Action Plan of this Strategy.

Our Approach - The Intent, Implementation and Impact

IOOI (Inputs/Outputs/Outcomes/Impacts)

To drive forward this Strategy the Council will approach the economic growth of the area through a simple model of setting out our strategy, evidence and the why (being the intent), setting out what we will do directly, through partnership work, or through influence (being the implementation) and monitoring and evaluating the change (being the impact) to ensure usefulness and future policy change need.

To fully understand the 'how we achieve success' it is important to review the way we achieve our strategy and vision. The inputs, outputs, outcomes and impacts logic model helps us define success on our plans based on our role and resources. The definitions within the model are (IOOI):

Inputs are those things that we use in the strategy to implement it. For example, in any project, inputs would include things like human resource, finances in the form of money, machinery such a vehicles, and equipment. Inputs ensure that it is possible to deliver the intended results of a project.

The **Outputs** are the direct immediate term results associated with a project. In other words, they are usually what the project has achieved in the short term. As an example, for a qualification this may be that the learner has achieved a pass, and/or the class had 90% pass rate.

Outcomes are the second level of results associated with a strategy and refers to the medium-term consequences of the interventions. Outcomes usually relate to the goal or aim. Using the example of a learner, this may be that because of the qualification the learner was able to secure better paid employment, or is more productive for the business they are employed in.

Impacts are the third level of project results and are the long term consequences of a project. Utilising the business example , this could be that the business is more prosperous and recruits more staff due to growing orders or service improvement, thereby reducing unemployment.

In delivering the Newark and Sherwood Sustainable Economic Growth Strategy we need to understand what our inputs, outputs, outcomes and impacts are intended to be. We therefore formulate our approach on the basis of our intent ‘our desired goals’, our implementation ‘how we will do it’ and our impact ‘what we achieved.’

Ways of Working – The NSDC Role

There are a number of ways the Council can deliver the sustainable economic growth agenda, these are detailed below.

Commissioning - Researching and setting policies and actions and then deciding on the best way to achieve those policies.

Lead and Invest – Actions the Council can take to build the change it wants to see in the economy.

Collaborate – Working in partnership with other public or private stakeholders, this could be through different models including a joint venture.

Influence – Where NSDC does not have the resources or powers to drive change locally, officers can use local evidence to lobby on actions that can enhance the vitality and resilience of the districts economy, people and places.

What does success look like?

The Council has a lead role in driving the growth of the local economy, and success is measured through a number of outcomes stated below. The overall intended impact for this Strategy is that by 2031; there will have been:

- An increase in GVA productivity from £2.676 million to £3.000 million by 2031
- An improvement in social mobility i.e. the area improves further from 161 out of 294 to 140 or better out of 294 by 2031
- An increase in earnings of 14% by 2031
- An improvement in qualification levels
- A reduction of people with health issues economically inactive from 20.8% to 18%in 2031

Measuring success:

Outcomes that can be achieved include

Jobs created / safeguarded	Largest industries (by employee number)	% changes in footfall, dwell time and activity	Skills / qualifications (Number of Level 2/3/4 RQFs)
Businesses supported with advice, guidance or brokerage	% of the population employed / unemployed	Town centre vacancies	Businesses grown (employee numbers or turnover?)
Average wages by residence	Business openings / closures	% occupancy of council-owned commercial space	Number of funding and property enquiries responded to
Revenue cost savings	% increase in local R&D	Town centre user satisfaction	

The Action Plan 2025-2030

Activities ("the implementation")	Link To Priorities	Activity Start	Activity Expected End
To undertake and complete a Newark Town Centre Masterplan & Design Code. Further to develop bespoke Town Centre Action Plans for each Town.	Priorities 1,4,5,6	2024	2027
To facilitate and enable inclusivity within locality Boards, including; Newark Town Board, and Sherwood Partnership	Priorities 1,2,3,4,5,6	2025	2031
Deliver the Shared Prosperity Fund Programme in Year 2025/26. To deliver key local economic priorities in relation to skills, business support and community development.	Priorities 1,2,3,4,5,6	2025	2026
To identify and monitor barriers to employment (ill health and wellbeing, transport, connectivity, infrastructure) and seek to develop projects to address these.	Priorities 2,3,4	2025	2031
Progress and support the development of 14 Market Place to provide commercial space to the ground floor and residential dwelling above.	Priorities 1,4,5,6	2025	2027

To redevelop 32 Stodman Street, Newark into a mixed use housing and commercial offer.	Priorities 1,4,5,6	2023	2027
To deliver the Newark Pride in Place Programme	Priorities 1,2,3,4,5,6	2025	2034
Investigate and explore the potential redevelopment of St Marks, Newark.	Priorities 1,4,5,6	2025	2029
To progress and implement the Newark Market Place Regeneration Capital Project	Priorities 1,4,5,6	2025	2029
To work with agents and property owners to promote and fill empty units within the Town Centres in the District. Create a Town Centre Dashboard to measure the health and vitality of the Town Centres and provide evidence for intervention.	Priorities 1,4,5,6	2025	2031
To lead on the delivery of the Ollerton Town Centre Regeneration Project, creating a new mixed use development.	Priorities 1,4,5,6	2025	2031
Deliver the Southern Link Road Project creating improved infrastructure and better connectivity and accessibility for Newark.	Priorities 1,2,4,5,6	2023	2032
To improve transport links with employment areas including the hospitals, and education provision	Priorities 1,2,4,5,6	2025	2032

To work with EMCCA to improve public transport across the area with better bus provision and rail connections	Priorities 1,2,4,5,6	2025	2032
Create new Industrial Units of the Clipstone Holdings site.	Priorities 2,4,5,6	2025	2028
Develop the Forest Corner Masterplan Programme	Priorities 1,4,5,6	2029	2031
Deliver the Clipstone LUF Regeneration Programme; providing new access to sports and community facilities	Priorities 2,3,4,5,6	2022	2029
Deliver the Castle Gatehouse Town Fund Project.	Priorities 1,4,5,6	2022	2027
To facilitate and lead on the Tourism Action Group.	Priorities 5,6	2023	2031
Develop and create seasonal destination marketing campaigns. Further to create a Visitor Website and Events Calander.	Priorities 1,5,6	2025	2028
To undertake a hotel needs study for the District	Priorities 1,5,6	2028	2031
Work with EMCCA, Visit Nottinghamshire, Visit Britain and other destination management organisations to promote the area to increase visitors.	Priorities 1,5,6	2025	2031

Provide, organise, facilitate and deliver the Future First Careers Expo	Priorities 2,3,5,6	2025	2031
Work with education providers and industry to provide life-long learning and community learning opportunities.	Priorities 2,3,5,6	2025	2031
To facilitate and lead on a Local Employment & Skills Board & the Land Management Skills Group To promote skills bootcamps in growing sectors within the District.	Priorities 2,3,5	2025	2031
Maximise local employment opportunities during, and arising from, major infrastructure and housing schemes	Priorities 1,2,3,4,5,6	2024	2028
To work with higher education and further education partners to promote and provide localised accessibility.	Priorities 2,3,5,6	2025	2031
To provide Business Events per annum supporting businesses to adapt or grow.	Priorities 5,6	2025	2031
To facilitate and host an annual growth conference	Priorities 5,6	2025	2031
Assess and develop the Invest Newark & Sherwood Campaign	Priorities 5,6	2025	2031
To work with the Department for International Trade and Investment facilitate inward investment enquiries.	Priorities 5,6	2025	2031

To maintain a Key Account Management for business support Further to develop a maintain a commercial property register and create an e-newsletter	Priorities 5,6	2025	2031
Identify sites/premises for investors and business to grow and host site visits, .	Priorities 1,4,5,6	2025	2031