



**Castle House
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Thursday, 21 August 2025

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

Members of the Committee:

**Councillor A Brazier
Councillor C Brooks
Councillor A Freeman
Councillor J Hall
Councillor S Haynes
Councillor R Holloway
Councillor R Jackson**

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

Substitutes

**Councillor N Allen
Councillor D Darby
Councillor P Harris
Councillor S Michael
Councillor L Tift**

MEETING:	Policy & Performance Improvement Committee
DATE:	Monday, 1 September 2025 at 6.00 pm
VENUE:	Civic Suite, Castle House, Great North Road, Newark, NG24 1BY
<p>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.</p> <p>If you have any queries please contact Helen Brandham on helen.brandham@newark-sherwooddc.gov.uk</p>	

AGENDA

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2. Apologies for Absence
3. Declaration of Interest by Members and Officers
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6. Presentation by the Portfolio Holder for Public Protection & Community Relations
7. Projected General Fund & HRA Revenue and Capital Outturn Report to 31 March 2026 as at 30 June 2025
8. Compliance Update - Housing Performance Q1
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10. Housing Ombudsman Complaint Handling Code Self-Assessment
11. Local Government Social Care Ombudsman Annual Report
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Annual Tenant Satisfaction Measures 2024/2025

NEWARK AND SHERWOOD DISTRICT COUNCIL

Minutes of the Meeting of **Policy & Performance Improvement Committee** held in the Civic Suite, Castle House, Great North Road, Newark, NG24 1BY on Monday, 30 June 2025 at 6.00 pm.

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

Councillor A Brazier, Councillor P Harris, Councillor J Hall, Councillor S Haynes, Councillor R Holloway, Councillor D Moore, Councillor P Rainbow, Councillor M Spoors, Councillor T Thompson, Councillor L Tift and Councillor T Wendels

IN ATTENDANCE: Councillor N Allen, Councillor L Brazier and Councillor J Kellas

APOLOGIES FOR ABSENCE: Councillor C Brooks, Councillor A Freeman and Councillor K Roberts

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

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

118 DECLARATION OF INTEREST BY MEMBERS AND OFFICERS

There were no declarations of interest.

119 MINUTES OF THE MEETING HELD ON 2 JUNE 2025

The minutes from the meeting held on 2 June 2025 were agreed as a correct record and signed by the Chair.

120 ATTENDANCE AT COMMITTEE BY REPRESENTATIVES OF THE DEPARTMENT FOR WORK & PENSIONS

The Chair welcomed to the meeting two representatives from the Department of Work & Pensions (DWP): Tracy Whelan, Senior Partnership Manager; and David Williams, Partnership Manager who had been invited to attend Committee to address the Members in relation to the provision of their services in the Ollerton area.

The representatives advised of their primary roles within the DWP and responded to a number of queries raised by the Members as follows.

In response to what the DWP's offer in the district and ongoing key initiatives were, noting educational levels within the Ollerton area Members were advised that education was not within the remit of the DWP and that they could only comment on benefit claimants. It was stated that the DWP addressed issues that acted as barriers in getting people into employment. Once employed, it was hoped that they would

continue to improve their skills which in turn could lead to better employment opportunities and also reduce the number of benefit claimants. It was confirmed that partnership working was undertaken with educational establishments to advise what skills were needed by employers.

A Member queried as to the how the DWP's focus was determined and what metrics were used to inform their actions. In response, Members were advised that it was necessary to match the person to the vacancy and this was driven by the persons needs. There was also an element of localism and ultimately it was to provide people with the opportunity to earn a living.

In referring to the removal of a Level 7 qualification, a Member commented on the significance of this and queried how the DWP might assist employers in resolving the issue. In response, Members were advised that this issue was more relevant to employers and educational establishments. The majority of clients the DWP dealt with would not be able to undertake a Level 7 qualification and that if a person was unemployed or seeking employment, they were not able to undertake that higher level of qualification. The Member acknowledged that the DWP dealt with lower-level qualifications, 1-3, but the gap between those levels and 6-7 needed to be recognised. The representatives accepted that the gap between the levels was an issue and would raise this in an appropriate forum, providing a response to the Committee if received.

A Member queried as to whether the DWP engaged with employers locally and more widely which could lead to a client being given the opportunity to work remotely. Members were advised that funds were utilised through the UK Strategic Partnership Fund. Local business contacts were developed but this also extended nationally. The post-Covid labour market was very much changed but the DWPs clients still needed to be able to compete in that market and sector specific vocational training was available. Job Centres were involved in this process and client lists were produced which contributed to the way in which training was provided.

In response to what initiatives were in the pipeline for the more deprived areas of the district, the DWP acknowledged that youth unemployment was an issue as was supporting people with health barriers. The DWP were able to offer training to all their clients. Each individual required to search for employment were allocated a designated work coach. After a period of six months, if they still remained unemployed, they would be entered into a national programme. It was also noted that a client prevented from working due to a disability would be allocated a disability employment provider who would assist in looking to make reasonable adjustments to enable them to secure employment. Members were advised that new initiative was to be launched in July in relation to people who were considered to be economically inactive and considered more difficult to assist, noting that participation was voluntary.

A Member queried as to the extent to which the DWP linking in with other agencies in relation to support for hard-to-reach families. In response, Member were advised that such families would be supported by Family Community Work Coaches who would be based in family hubs and that school advisors would also support that work.

In noting and commending the DWPs work with veterans, a Member raised the issue of accessibility and how barriers might be removed to ensure that contact with the DWP was made as easy as possible, with a focus on areas of deprivation. Members were advised that there were various ways that claims for Universal Credit could be made, noting that these were mostly either done digitally or via a telephone. Digital communication was available 24 hours a day, 7 days a week with access to a journal messaging system for the user. Since the closure of the Ollerton facility, the DWP were open to providing community outreach events to promote support available and also to link into other available support from alternative providers which included that for the economically inactivity due to health-related issues. It was also noted that, if necessary, the DWP would undertake video-calls and also visit people in their own homes.

In closing the debate, the Chair welcomed the DWPs willingness to work in partnership with other organisations, with specific mention of the work undertaken with partners in education. He stated he would welcome further information in this regard, with particular emphasis on the Ollerton area. He added that further consideration was needed in relation to how people could contact the DWP who were geographically remote and unable to use digital communication. He requested that the District Council's Ollerton Members be provided with this information via email.

121 NEWARK & SHERWOOD COMMUNITY LOTTERY - ANNUAL REPORT

The Committee considered the report of the Business Manager – Regeneration & Housing Strategy which provided Members with the annual update on the Community Lottery Scheme.

The report set out the impact of the scheme since its launch, providing information as to the number of 'good causes' registered with the lottery who were receiving financial support through ticket sales. It was also reported that although there had been a reduction in the number of supporters registered with the Community Lottery, ticket sales had increased with the amount of income generated increasing from £34,569.00 in year 3 to £39,405.60 in year four.

In considering the report a Member noted issues surrounding gambling and queried whether the demographic profile of supporters was measured. The Business Manager advised that she would report back on whether that information was available.

AGREED that the report be noted.

122 HOMELESSNESS PREVENTION AND ROUGH SLEEPER STRATEGY AND DELIVERY PLAN (2024-2029) ANNUAL UPDATE - YEAR ONE

The Committee considered a report from the Business Manager – Regeneration & Housing Strategy and the Homeless Strategy Officer which provided Members with progress made against the Delivery Plan within the first year of the Council's Homelessness Prevention & Rough Sleepers Strategy 2024/2029.

It was reported that housing authorities had a statutory requirement under the Homelessness Act 2002 to carry out a homelessness review of their district and to formulate and publish a homelessness strategy based on the results. Following this review and publication of the strategy, a multi-agency delivery plan had been developed, with key actions aligned to each of the strategy's six objectives. It was further reported that additional funding to prevent homelessness was expected to promote the new national Homeless Prevention Strategy which offered a cross departmental approach. Contained within the report was information as to a number of key projects that had taken place during 2023/2025, including: taking the lead in the Rough Sleeper Initiative; continued involvement with the Safeguarding Adults Board; participation in the pilot of a homeless women's census organised by Solace Women's Aid; development of a Prison Release Protocol; participating in a Homelessness Prevention & Rough Sleepers event; and working with county colleagues to commission a Homeless Link to carry out a supported housing needs assessment.

In considering the report, a Member queried when the Prison Release Protocol would be launched in Nottinghamshire. Members were advised that the draft protocol was awaiting final amendment by the Probation Service and it was hoped it would be signed off on 7 July. The Chair requested that the Committee be advised of when the Protocol became effective.

In noting the actions completed within the Plan, a Member queried whether it was possible to include timelines for those actions which had not yet commenced. The Business Manager advised that this could be included on the next update report to Committee.

In response to whether there was anything the Council could do to assist in bringing forward additional items within the Plan, the Business Manager advised that the known priorities had been identified and funding for those had been approved but consideration could be given as to what additional actions could be brought forward.

In relation to the effects of homelessness on women, a Member queried whether the Council consciously worked to prevent this. Members were advised that a female's experience of homelessness was different to that of a male. Females, on the whole, attempted to find somewhere to sleep rather than sleeping rough. Following a pilot scheme which had been run in London, this was to be rolled out nationally.

In closing the debate, the Chair advised that he would wish to see regular updates on the Actions undertaken from the Delivery Plan.

AGREED that the progress against the delivery plan be noted.

123 CORPORATE ANNUAL BUDGET STRATEGY FOR 2026/27

The Committee considered the report of the Business Manager - Financial Services which sought to provide Members with information to enable the Council's budget process to proceed. The report set out the General Fund, Capital and HRA Budget Strategy for 2026/27 for Members' consideration, prior to the detailed work commencing.

The budget process would result in setting the budget and the Council Tax for 2026/27 and the Housing Revenue Account budget and the rent setting for 2026/27.

The Strategy took into consideration agreed financial policies on Budgeting and Council Tax, Reserves and Provision, Value for Money and also a set of budget principles which set out the approach to be taken to the budget process. The policies had been reviewed and updates as appropriate and were attached as appendices to the report.

The current Medium Term Financial Plan (MTFP) was approved on 6 March 2025. The report set out a summary of the financial forecast identified within the current MTFP, assuming that Council Tax at average Band D will increase by the same rate as in the 2025/26 financial year namely 1.94%.

The report also set out a number of underlying assumptions which would be applied in compiling the draft budget for 2026/27 including: staff costs; employers superannuation; provision for inflation; fees and charges and interest rates.

AGREED that the Policy & Performance Improvement Committee:

- a) recommend to Cabinet approval of the overall General Fund, Capital & HRA Budget Strategy for 2026/27;
- b) note the consultation process with elected Members;
- c) note that Budget Officers continue to work on the assessment of various budget proposals affecting services for consideration in setting the Council's budget;
- d) note that Budget Managers work with Finance Officers in identifying further efficiency savings, increasing income from fees and charges and in identifying new sources of income; and
- e) recommend to Cabinet that the policies and principles on Budgeting, Council Tax, Reserves & Provisions, Charging, Value for Money be reviewed with any recommendations being forwarded to Council for consideration.

124 PROVISIONAL FINANCIAL OUTTURN REPORT TO 31 MARCH 2025

The Committee considered the report the Business Manager - Financial Services, which sought to provide the provisional financial outturn position for 2024/25 on the Council's revenue and capital budgets. The information contained in the report included: general fund revenue; housing revenue account; capital programme; provisions and impaired estimates on debtors, usable reserves and collection fund. The report provided a summary of actual income and expenditure compared to the revised budget and how any surpluses/deficits had been allocated to or from reserves.

The accounts showed a favourable variance of £1.744m on service budgets, with a total favourable variance of £3.384m which was broken down in the report.

In considering the report, a Member referred to the underspend on capital schemes/project budgets and what measures were being taken to address this. The Business Manager advised that the budgets were reviewed quarterly with meetings being held with Project Managers, adding that the Senior Leadership Team had a corporate oversight of all major projects. He added further that it would be difficult to assess the slippage for each individual project and how this may impact on the district.

In closing the debate and noting the above comments, the Chair requested that Cabinet provide additional information around the variances within the capital programme.

AGREED that the Policy & Performance Improvement Committee:

- a) note the final outturn of revenue and capital spending for 2024/25;
- b) note the capital financing proposals as set out in Table 5 at paragraph 1.19;
- c) note the capital programme reprofiling of £7.817m carried forward into 2025/26 as per appendices E and F;
- d) note the movement in provisions and impaired estimates on debtors;
- e) recommend to Cabinet approval of the creation of the new reserve, as outlined in paragraph 1.28; and
- f) note the individual contributions to and withdrawals from, the revenue and capital usable reserves.

125 COMMUNITY PLAN PERFORMANCE FOR QUARTER 4

The Committee considered the report of the Senior Transformation & Service Improvement Officer which provided Members with the Q4 Community Plan Performance for 1 January to 31 March 2025.

In noting the report, Members raised a number of queries in relation to: considering the footfall in Newark equated to the combined footfall from Ollerton Southwell and Edwinstowe, was the funding spent equally proportionate; the delivery of community initiatives through ongoing grant schemes and the criteria applied in determining who received funding; the work undertaken by the Council on Warmer Homes Schemes and whether consideration had been given to cooler homes, given the effects of climate change; and how much was within the Council's control in relation to the increase in rent arrears. The Senior Transformation & Service Improvement Officer advised that a written response to these would be provided.

AGREED that:

- a) the report be noted; and
- b) a written response be provided in relation to the queries raised above.

126 CUSTOMER FEEDBACK - HALF YEAR 2 - 2024/2025

The Committee considered the joint report of the Transformation & Service Improvement Manager, the Senior Transformation & Service Improvement Officer and the Research & Development Officer which sought to provide Members with a summary of customer feedback in order to better understand how the customer was receiving the services delivered.

The report set out an overview of all types of customer feedback received between October 2024 and March 2025, including complaints, suggestions and compliments.

In considering the report, a Member noted the increase in complaints and what measures were being taken to address this. Members were advised that there had been an increase in complaints in relation to housing services and this had been, in part, due to resource implications. It was agreed that further detail on the driving force for this be provided.

AGREED that the report be noted.

127 PRESENTATION BY THE LEADER OF THE OPPOSITION, CABINET MEMBER WITHOUT PORTFOLIO

The Committee considered the report of the Cabinet Member without Portfolio, Cllr. Jack Kellas – Leader of the Opposition.

As detailed within the report, Cllr. Kellas had been invited to attend Committee to provide information on his role as leader of the opposition which included the constructive challenge of the Council's policies and strategies together with the co-ordination of alternative policies, strategies and service delivery. Cllr. Kellas had been provided with three specific questions in relation to his role which he responded to verbally at the meeting.

In relation to the balance between constructive challenge and acknowledging initiatives that provided value to the district and its residents, Cllr. Kellas believed he was fair in his approach and provided Cabinet with constructive views. He acknowledged that these were not always accepted or successful, citing the challenges made to the decision regarding the siting of the Kidney Stones and the result of the public consultation in this regard.

In relation to the forthcoming changes through Local Government Reorganisation (LGR) and the political challenges in supporting its delivery of the existing capital programme to ensure continuity after vesting day. Cllr. Kellas commented that this was one of the reasons that he had supported the separation of the Audit &

Governance Committee. He added that in his view, LGR would diminish the influence of elected members in relation to the Capital Programme but believed that Officers and Cabinet were preparing for the forthcoming changes to the best of their ability.

In relation to whether the current structure of the Council was conducive to effective opposition, Cllr. Kellas commented that it was the role of the Policy & Performance Improvement Committee to challenge the executive. He noted that the Conservative Group had successfully challenged on occasion but that this could be improved upon. He suggested that elected Members should be afforded a degree of autonomy in their decision making. Cllr. Kellas commented that it was his opinion that the loss of an opposition spokesperson on Committees was detrimental to the effective scrutiny of the Council.

In response to whether a changed opposition structure would better prepare the Council for LGR, Cllr. Kellas stated that potentially it could lead to a more collaborative approach.

A Member raised concerns as to the current governance arrangements, commenting that there was little appetite for reorganisation and considered that the Council's constitution did not provide for a no-overall control Council, adding that the current Cabinet did not reflect the largest group of the Council.

In closing the debate, the Chair thanked Cllr. Kellas for his open and honest presentation.

128 OUT OF REMIT ACTIVITIES (OORA) WORKING GROUP UPDATE

The Committee considered the joint report of the Transformation & Service Improvement Manager and the Senior Transformation & Services Improvement Officer which provided Members with an update on the progress made by the Out of Remit Activities Working Group and for endorsement for the recommendations in relation to flood resilience. The summary of the report was delivered by the Chair of the Working Group, Cllr. Rhona Holloway.

In considering the report and the recommendations therein, a Member suggested that the issue of discretionary funding be considered, commenting that there should be a review of services the Council provided that were not mandatory.

Further to the suggestion that the Working Group look at the Council's provision in relation to the Heritage, Culture & the Arts Portfolio, the Chair stated that the scope of the Working Group for Out of Remit Activities was very clear. It was to look at activities the Council undertook that should be undertaken by other (public) bodies, not just all discretionary services. Should Members wish to look at Heritage, Culture & the Arts they should submit a topic request form for a Working Group on this subject, but it could not be considered by the current working group which had critical work to do which would be important in preparing for local government reorganisation.

In referring to the number of current vacancies, a Member commented that a reduction in this would reduce the pressure on officers who were performing tasks that should be provided by other organisations and suggested that this form part of the next Agenda to the Working Group.

AGREED that the Policy & Performance Improvement Committee:

- a) endorse the Working Group's recommendation that the Council write to the East Midlands Combined County Authority (EMCCA) to request a renewed focus and further support on building flood resilience for the communities of Newark & Sherwood;
- b) endorse the Working Group's recommendation to invite the Environment Agency to the meeting of the Committee scheduled to take place on 1 December 2025; and
- c) note the progress of the Working Group.

129 CABINET FORWARD PLAN (JUNE TO SEPTEMBER 2025)

NOTED the Forward Plan of the Cabinet for the period June to September 2025.

130 TOPIC REQUEST FORM - REVIEW OF ESTATE WALKABOUTS

The Committee considered the Topic Request Form to establish a Working Group to review the provision of Estate Walkabouts within the district. As was usual practice, all Members of the Council would be invited to express an interest in participating in the Working Group with the Chair of the Policy & Performance Improvement Committee and the Chair of the Working Group determining the membership, which would be a maximum of 9 members.

AGREED that a Review of Estate Walkabouts Working Group be established with the following Policy & Performance Improvement Members expressing an interest in participating in the Group:

Councillors: Alice Brazier
Jean Hall
Peter Harris
Rhona Holloway
David Moore
Penny Rainbow
Neil Ross
Linda Tift
Tim Wendels

131 PROVISIONAL ITEMS FOR FUTURE AGENDA

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

Meeting closed at 8.52 pm.

Chair



Report to: Policy & Performance Improvement Committee – 1 September 2025

Director Lead: Matthew Finch – Director Communities & Environment

Lead Officer: Jenny Walker, Business Manager – Public Protection

Report Summary	
Report Title	<p>Bassetlaw and Newark & Sherwood Community Safety Partnership Progress and Performance Update</p> <p>The report's Appendix contains exempt information as defined under Schedule 12A of the Local Government Act 1972 Paragraph 7 under which the Committee has the power to exclude the press and public if it so wishes.</p> <p>It is considered that the need to treat the information in the Appendix as exempt outweighs the public interest in disclosure because it contains information which is deemed Officially Sensitive.</p>
Purpose of Report	<p>To provide an update on the work undertaken by the Bassetlaw and Newark & Sherwood Community Safety Partnership.</p>
Recommendations	<p>That Policy & Performance Improvement Committee note the Community Safety Partnership performance information.</p>
Reason for Recommendation	<p>To ensure that the Community Safety Partnership is addressing the right priorities in the right way.</p>

1.0 Background

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

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

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

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

2.0 Performance

- 2.1 Each month the CSP analyst produces a performance report based on all crime and a separate smaller report based on antisocial behaviour. This shows the comparative performance of the Community Safety Partnerships in the county (there are three) and each district. This shows the change in all crime/ASB compared to the same period last year as well as providing some more detailed analysis on the locations and causes of any hot spots.
- 2.2 The performance for All Crime for January – July 2025 when compared with the previous year is shown below:

	All Crime Volume: Jan-Jul 2024	All Crime Volume: Jan-Jul 2025	Volume Change	% Change
County	33,773	34,840	1,067	3.2%
Ashfield	6,085	6,108	23	0.4%
Mansfield	6,334	6,265	-69	-1.1%
Bassetlaw	5,724	5,973	249	4.4%
<i>Newark & Sherwood</i>	<i>5,088</i>	<i>5,239</i>	151	3.0%
Broxtowe	4,014	3,981	-33	-0.8%
Gedling	3,505	3,999	494	14.1%
Rushcliffe	3,023	3,275	252	8.3%

Source: Nottinghamshire Police Power BI Crime and Outcomes Performance App

The table above illustrates that Newark & Sherwood experienced a 3.0% increase in All Crime compared to a 3.2% increase in the county.

The performance for ASB for January – July 2025 when compared with the previous year is shown below:

	ASB Volume: Jan-Jul 2024	ASB Volume: Jan-Jul 2025	Volume Change	% Change
County	9,167	7,277	-1,890	-20.6%
Ashfield	1,667	1,394	-273	-16.4%
Mansfield	1,702	1,352	-350	-20.6%
Bassetlaw	1,435	1,064	-371	-25.9%
<i>Newark & Sherwood</i>	<i>1,423</i>	<i>1,194</i>	-229	-16.1%
Broxtowe	1,146	883	-263	-22.9%
Gedling	1,037	846	-191	-18.4%
Rushcliffe	757	544	-213	-28.1%

Source: Nottinghamshire Police Power BI Crime and Outcomes Performance App

Note: these figures may vary slightly from those given below in the exempt report due to differences in data extraction methods

The table above illustrates that Newark & Sherwood experienced an 16.1% reduction in ASB compared to an 20.6% reduction countywide.

- 2.3 As agreed at the previous committee the more detailed, ward-based data for crime and ASB is provided in exempt **Appendix 1**.

3.0 Community Safety Partnership (CSP) Strategy

- 3.1 Following the review of the draft Community Safety Strategy at the February 2025 meeting and comments from members, the strategy was approved at the March Cabinet meeting and is now in place.

4.0 Community Safety Partnership Review

- 4.1 Following the announcement and work towards Local Government Reform, a review of whether the Community Safety Partnership review work should continue was undertaken. It was decided that the review on the scale that was originally agreed would no longer take place. The Community Safety Managers have been involved in early LGR discussions regarding public safety to feed into the LGR discussions and we continue to meet monthly to share best practice and work towards consistency of approach.
- 4.2 There has been some changes made to meeting and governance structures, which has seen a number of meetings and boards condensed, many of which were led by the Office of the Police & Crime Commissioner.

5.0 Domestic Homicide Reviews (DHR)

- 5.1 The CSP is responsible for determining whether a DHR referred to it is accepted and meets the national requirements. Once agreed by the partnership, a chair and author is commissioned to undertake the review. The aim of a DHR is to review the case, speak with all agencies involved and to determine any points of learning or actions that can be taken to improve services with the aim of reducing domestic abuse related deaths.
- 5.2 The CSP currently has 6 active referrals, these are all at various stages, the table below sets out the current DHRs being managed by the CSP.

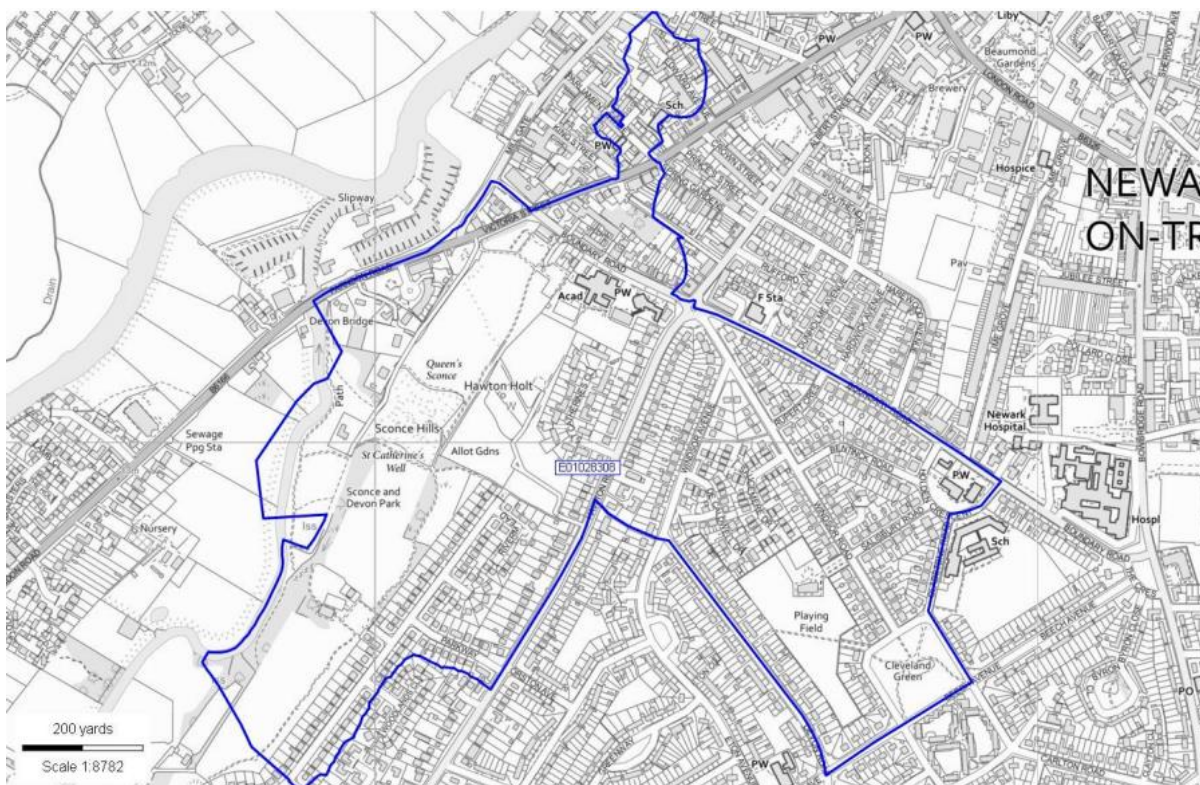
Name of DHR	Area it relates	Current Status
Op Harpist	Newark & Sherwood	Report in final draft review stage
Op Honeydew	Newark & Sherwood	Chair and author appointed, and initial partner meetings held
Op Aslan	Bassetlaw	Decision to progress agreed, chair and author appointed, and first meeting held. Currently on hold pending Police investigation conclusion
Op Okra Sky	Newark & Sherwood	Decision to proceed and chair and author appointed
Op Orion Rose	Newark & Sherwood	Pending DHR decision

Op Ocean View	Bassetlaw	Decision to proceed and chair and author appointed
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5.0 **Community Safety Activities**

5.1 **Situational Crime Funding**

A new fund was announced by the PCC to provide funding to improve crime and ASB in key hotspot locations. The area chosen were based on data provided by the PCC and for Newark & Sherwood the area relates to the town centre and extending to Sconce and Devon Park as shown by the map below:



The fund is for two years and provides £67,500 (£37,500 in year 1 and £30,000 in year 2). The aim of the fund is to target harden key locations, provide diversionary activities, improve feelings of safety, education and support and behavioural change. As with previous funding rounds, Newark & Sherwood will be submitting an application for funding and work towards delivering those activities. The programme is now monitored countywide and will also incorporate other funding streams and projects.

5.2 **Safer Street Summer Initiative**

Earlier in the year the Home Secretary wrote to every Police & Crime Commissioner and Chief Executive to request plans to be submitted detailing how we intended to increase safety in our town centres and high streets this summer. The programme started on 30 June and runs to the end of September. A countywide document detailing plans and activities from all Community Safety Partnerships was submitted to the Home Office and the outcomes are now monitored through a countywide group and reported back to the Home Office on a monthly basis. Many of the suggested actions or proposals made by the Home Office, Newark & Sherwood had already previously undertaken, such as reviewing Public Spaces Protections Orders and increasing patrols.

5.3 Hotspot Funding Patrols

Funding for hotspot patrols has been continued for this year by the Home Office and is being monitored by the OPCC. For our area the key locations are the Castle, Magnus and Devon wards. Again, these are area dictated to us by the scheme based on Police data. Our CPOs undertake additional patrols in those areas both during their duties and as part of overtime, which is funded by the scheme. This year's patrolling plan did not commence until mid-May but already over 107 patrol hours by the local policing team and our CPOs has been completed in those areas and will continue throughout the year.

5.4 Enforcement Activities

The team have been busy throughout the year with enforcement action across the district this includes the following enforcement activities on adults:

- Community Protection Warnings – 13
- Community Protection Notices – 3
- In March 2025, a male who repeatedly breached an Injunction Order in place upon him on Yorke Drive was sentenced to a 2-month custodial sentence.
- Incidents of individuals street drinking and causing nuisances to others rose sharply with the onset of the good weather. As a result, 4 CPWs were issued; 2 of which were breached and CPN served. ASB team have arranged several joint patrols with the Police Neighbourhoods team to tackle this issue, which will continue throughout the summer.

ASB Panel

There have been an additional 13 young people referred to the ASB Panel from 1 March – 31 July 2025: below sets out where the anti-social behaviour took place (this may differ from where the young person lives):

Area ASB Occurred	No of Referrals
Newark Town Centre	16
Balderton	9
Boughton	6
Clipstone	5
Hawtonville	6
Yorke Drive	2
Southwell	3
Ollerton	2
Bilthorpe	1
Blidworth	1

5.5 CCTV Replacement Scheme

As agreed at Cabinet in March 2024, where the proposed replacement scheme was presented and approved, the cameras to be replaced this year are being worked through with our contractor and programmed in for the remainder of the year.

We have delivered on additional cameras since the last committee which includes:

- Permanent CCTV replaced temporary camera on Kings Road/Wilson Street funded by ASB Hotspot Initiative additional funding.
- Church Gardens, Newark – new additional CCTV system installed within the Church Gardens, alongside improved lighting; this project was part-funded by the Government UK Shared Prosperity Fund.
- Newark Lock CCTV is due to be installed on 19 August 2025; this is an additional camera, funded by Safer Streets, and was due for installation in December 2023 but flooding through late 2023, early 2024, installation was unable to take place and subsequently, this siting has been beset with technical challenges.

5.6 CCTV Control Room

A further report was presented to Cabinet in February, which approved the continuation of the project to bring the monitoring of our public realm CCTV cameras in house. The procurement process for this project has now been completed and we are working towards the delivery of the project.

5.7 Diversionary Activities/Education Sessions

The team organised a number of diversionary activities and educational sessions funded through the OPCC Localities Funding and NSDC. The Locality Funding ended on 31 March 2025, this fund provided by the OPCC was used by NSDC to fund and deliver all of our Diversionary Activities. Where we can we are seeking to include Diversionary Activities in any other funding bids we can and considering what NSDC can fund moving forward. Sessions held since the last report to this committee include:

Balderton Graffiti Project - March hosted the final project under Safer Streets 5 Funding; a Graffiti project held in conjunction with Balderton Parish Council. We worked with Balderton young people, including the Girl Guides to produce a 'Teamwork' sporting themed wall on the workshop building at Coronation Park Playing Field. The young people enjoyed getting creative and working together to produce a wonderful piece of artwork representative of park users.

Safety Challenge – over 900 year 5&6 pupils attended sessions at Vicar Water and Sconce and Devon Park in the summer 25, learning about Fire Safety, Water Safety, First Aid, ASB, Food Safety, environment and wildlife crime. It was another very successful event with positive feedback received from the schools and partners who took part. We intend to run this again in the summer 2026.

Extreme Wheels – weekly sessions run at Sherwood Avenue Park, Newark, ran throughout June and July 2025, for children to attend the park and learn BMX bikes and skateboarding skills. The sessions ended in Newark on 24 July, moving to Edwinstowe Skate Park on 31 July, where sessions will be provided throughout August.

In March 2025 - The Extreme Wheels stunt team, along with Council and Police officers, attended Newark Academy, providing a great engagement opportunity whilst having some fun.

Prison Me, No Way – Sessions have been arranged for all secondary schools in the district with a number of these being completed. Sherwood side secondary schools are booked in complete the session this September with further Newark side sessions to follow. These sessions aim to teach pupils about the consequences of their actions and behaviours and develop their knowledge and confidence in making better decisions. A replica prison cell is brought alongside hearing directly from ex inmates to provide real life situations. On 1st May 2025, Prison Me, No Way, delivered to 236 Year 9 students at Joseph Whitaker school.

School Assemblies - In March the ASB and CPO teams visited Bishop Alexander Primary School, Newark and hosted 4 ASB themed assemblies to approximately 130 Year 3,4,5 and 6 pupils. The assemblies focused on types of ASB and the effects it can have; the children were very engaging and participated in a knowledge quiz to supplement their learning.

DJ Skills workshops – to be delivered through the Young Peoples Centres across the district to allow for further engagement sessions with Youth Service. The DJ Workshops continued within the 3 Young People's Centres until early April 2025: with positive feedback from NCC Youth Workers.

The Boxing Project in Rainworth and **the Cooking Project** across the district ended in March 2025; and like with DJ workshops, provided an opportunity to positively engage with young people whilst providing learning and new skills.

6.0 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 FIN25-26/9906

- 6.1 The posts that support the work of the CSP are fully budgeted. Any activities that are undertaken to support the CSP are funded from existing budgets or are subject to bids to a variety of sources.
- 6.2 There are no additional unforeseen financial implications and no direct financial implications to the current budgets or the medium-term financial plan.

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.

Cabinet report – CCTV February 2025

By virtue of paragraph(s) 7 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted



Report to: Policy & Performance Improvement Committee: 1 September 2025
Director Lead: Deborah Johnson, Director – Customer Services & Organisational Development
Lead Officer: Mark Randle, Transformation and Service Improvement Officer

Report Summary	
Report Title	Presentation by the Portfolio Holder for Public Protection & Community Relations
Purpose of Report	Update on role of the Portfolio Holder for Public Protection & Community Relations
Recommendations	That the Policy & Performance Improvement Committee note the contents of the report.

1.0 Background

- 1.1 At the Policy & Performance Improvement Committee (PPIC) meeting held on 29 January 2024, Members agreed a process for Portfolio Holders to be invited to meetings of the Committee. This enabled the Portfolio Holder to brief the Committee on their remit and current and future plans and projects. It would also offer the Committee opportunity to ask focussed questions of the Portfolio Holder. This process ran from March 2024 to March 2025.
- 1.2 At the Policy & Performance Improvement Committee meeting held on 14 April 2025, Members agreed to a change in the process for Portfolio Holders attending Committee.
- 1.3 The new change in process requested that Portfolio Holders report back on 'specific areas' of their Portfolio, which will be requested by the Committee. Portfolio Holders are asked to produce a short report in answer to these specific areas. They will present back to the Committee and then take questions.

2.0 Proposal/Options Considered

- 2.1 This report relates to the Portfolio Holder for Public Protection & Community Relations, Councillor Paul Taylor.

The Committee has requested information on:

1. What activities and successes can you highlight about the work being done in regard to anti-social behaviour. Specifically, what do ASB Officers and Community Protection Officers do to tackle ASB?

2. What are the challenges in this area?
3. How important is our working relationship with the Police and other partners for tackling youth ASB?
4. How is the response to ASB being addressed in the Sherwood area, given that much of the focus on social media centres on Newark? It is important to ensure action across the rest of the District.

3.0 Implications

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

Background Papers and Published Documents

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

- **Full Council Report - 8 March 2022** – Proposals for the new governance arrangements.
- **PPIC Report - 29 January 2024** - Attendance by Portfolio Holders to Future Meetings of the Policy & Performance Improvement Committee
- **PPIC Report - 14 April 2025** - Attendance by Portfolio Holders to Future Meetings of the Policy & Performance Improvement Committee



Report to: Policy & Performance Improvement Committee - 1 September 2025

Director Lead: Sanjiv Kohli, Deputy Chief Executive, Director - Resources

Lead Officer: Nick Wilson, Business Manager – Financial Services

Report Summary	
Report Title	Projected General Fund and Housing Revenue Account Revenue and Capital Outturn Report to 31 March 2026 as at 30 June 2025
Purpose of Report	<p>To update Members with the forecast outturn position for the 2025/26 financial year for the Council's General Fund and Housing Revenue Account revenue and capital budgets.</p> <p>To show performance against the approved estimates of revenue expenditure and income; report on major variances from planned budget performance; and report on variations to the Capital Programme for approval; all in accordance with the Council's Constitution.</p>
Recommendations	<p>That the Policy & Performance Improvement Committee note:</p> <ul style="list-style-type: none">a) the General Fund projected favourable outturn variance of £0.303m;b) the Housing Revenue Account projected unfavourable outturn variance of £0.409m to the Major Repairs Reserve; andc) the Capital Programme revised budget and financing of £55.240m.

1.0 Background

Overview of General Fund Revenue Projected Outturn for 2025/26

Current position (as at 30 June 2025): variances

- 1.1 *Table 1* shows a projected unfavourable variance against the revised budget of £0.395m on Service budgets, with an overall favourable variance of £0.303m that would need to be transferred to the General Fund reserve. This is based on meetings which took place with Business Managers during July, whereby they have analysed actual income and expenditure to 30th June 2025 and forecasted forward to the end of March 2026 the additional income and expenditure currently expected to be incurred. Further details of the variances projected against portfolio holder budgets are in **Appendix A**.

Table 1: General Fund revenue outturn for 2025/26 financial year as at 30 June 2025

	Original Budget £'m	Revised Budget £'m	Projected Outturn £'m	Variance £'m
Climate and the Environment	3.480	3.379	3.338	(0.041)
Health, Wellbeing and Leisure	0.929	0.974	0.892	(0.082)
Heritage, Culture and the Arts	0.895	0.955	0.991	0.036
Housing	0.464	0.508	0.489	(0.019)
Public Protection and Community Relations	3.282	3.315	3.397	0.082
Strategy, Performance and Finance	9.668	9.673	10.105	0.432
Sustainable Economic Development	2.004	2.196	2.183	(0.013)
Net Cost of Services	20.722	21.000	21.395	0.395
Other Operating Expenditure	5.120	5.115	5.116	0.001
Finance & Investment Income/Expenditure	(1.572)	(1.572)	(1.570)	0.002
Taxation & Non-Specific Grant Income	(25.230)	(25.251)	(25.906)	(0.655)
Net Cost of Council Expenditure	(0.960)	(0.708)	(0.965)	(0.257)
Transfer to/(from) Usable Reserves	0.316	(0.104)	(0.104)	0.000
Transfer to/(from) Unusable Reserves	0.644	0.812	0.766	(0.046)
Transfer to/(from) General Reserves	0.000	0.000	0.303	0.303

- 1.2 An unfavourable variance of £0.395m is currently being projected on service budgets managed by business managers. This represents 1.88% of the total service budgets. A variance analysis is detailed at **Appendix A**.
- 1.3 There have been significant issues in recruitment seen across the Council over the last few financial years. This has been felt across the Local Government sector, with similar issues being seen in a number of neighbouring authorities. As a result of this, the forecast vacancy savings target for 2025/26 was set at 4%.
- 1.4 An unfavourable variance of £0.143m on employee related expenditure includes £0.885m of vacancy savings target, representing 4% of the total budget for employees within each Business Unit. Actual vacancies forecast currently is a favourable variance of £0.742m, which represents 3.17% of the total employee budget. This is kept under regular review.
- 1.5 Non-Service expenditure is projected to have a favourable variance of £0.652m against the revised budget of £21.708m. These budgets primarily relate to income from council tax, national non-domestic rates (NNDR, or 'business rates') and investment interest. The favourable variance of £0.655m on Taxation & Non-Specific Grant Income relates to an expected additional surplus from the Nottinghamshire Business Rates pooling arrangements of £0.357m over and above the £1.000m that was budgeted for, an additional £0.100m in s31 grant due to additional properties being granted various types of relief and a reduction in levy payable to Nottinghamshire County Council of £0.159m. An additional £0.039m over the budgeted £0.119m is expected to be received in respect of the Internal Drainage Board levy grant.

- 1.6 There is a forecasted favourable variance of £0.046m on the transfer to unusable reserves. This results from a lower Minimum Revenue Provision (MRP) charge than budgeted. The original budget assumed £1.4m of borrowing within the 2024/25 Capital Programme, but actual borrowing was not required due to a £5.734m underspend reported to Cabinet on 8 July 2025. Consequently, the associated £0.046m MRP charge has been deferred.

Overview of Projected Housing Revenue Account (HRA) Outturn for 2025/26

- 1.7 With reference to the 'Variance' column in Table 2, the HRA accounts show a projected unfavourable variance on the Net Cost of HRA Services against the revised budget of £0.355m and a reduced transfer to the Major Repairs Reserve of £0.409m:

Table 2: HRA revenue outturn for 2024/25 financial year as at 30 June 2024

	Original Budget £'m	Revised Budget £'m	Projected Outturn £'m	Variance £'m
Expenditure	24.975	25.509	25.739	0.231
Income	(31.341)	(31.341)	(31.216)	0.125
Net Cost of HRA Services	(6.366)	(5.832)	(5.477)	0.355
Other Operating Expenditure	0.013	0.013	0.013	0
Finance & Investment Income/Expenditure	4.243	4.243	4.297	0.054
Taxation & Non-Specific Grant Income	0	0	0	0
(Surplus)/Deficit on HRA Services	(2.109)	(1.576)	(1.167)	0.409
Movements in Reserves				
Transfer to/(from) Usable Reserves	(0.263)	(0.797)	(0.797)	0
Transfer to/(from) Unusable Reserves	(6.245)	(6.245)	(6.245)	0
Transfer to/(from) Major Repairs Reserve	8.617	8.617	8.208	(0.409)
Total	0	0	0	0

- 1.8 The main reasons for the £0.355m unfavourable variance on services are detailed at **Appendix B**. In relation to the unfavourable variance of £0.054m on the Finance & Investment Income/Expenditure line, this relates to the forecasted earlier than anticipated requirement for external borrowing therefore increasing the interest payable costs.

Overview of Projected Capital Outturn 2025/26

- 1.9 The table below summarises the position for the Capital Programme as at 30 June 2025 and is split between General Fund and Housing Revenue Account.

	Original Approved Budget £'m	Current Approved Budget £'m	Revised Budget updated for Approval £'m	Actual Spend to 30 June 2025 £'m	Forecast Outturn £'m
General Fund	35.489	40.302	33.433	3.384	33.433
Housing Revenue Account	23.295	26.299	21.807	1.615	21.807
Total	58.784	66.601	55.240	4.999	55.240

- 1.10 As projects are developed and spending commitments are made, budget requirements can change. It is a requirement that Cabinet approve all variations to the Capital Programme. The below table details the changes that have been approved and are due to be approved on 9 September 2025 and account for the difference between the Revised budget updated for approval of £55.240m and the original budget of £58.784m above.

Scheme	General Fund £'m	HRA £'m
Original Budget	35.489	23.295
Slippage from 2024/25	4.812	3.004
Reprofiles to future years		
Clipstone Holding Centre	(5.977)	0.000
Southern Link Road Contribution	1.159	0.000
Housing Regeneration Loan Facility	3.000	0.000
Cultural Heart Market Place	(3.510)	0.000
A1 Overbridge Improvements	(2.445)	0.000
Estate Regeneration	0.000	(4.017)
Other Reprofiles	(0.728)	(0.475)
Additions/Reductions		
Castle Gatehouse Project	1.020	0.000
Castle Gatehouse Project	1.020	0.000
Other changes Additions/Reductions	0.611	0.000
Total Change	(6.869)	(4.492)
Revised budget to be approved	33.433	21.807

- 1.11 A more detailed breakdown at scheme level, including some comments on projects progress, can be found at **Appendix C** (General Fund) and **Appendix D** (Housing Revenue Account).

2.0 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 and Sustainability, and where appropriate they have made reference to these implications and added suitable expert comment where appropriate.

Background Papers and Published Documents

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

General Fund, Housing Revenue Account Revenue and Capital Monitoring Outturn Report as at March 2025 to Cabinet on 8 July 2025.

General Fund (GF) Revenue Outturn Variance Analysis by Portfolio and Business Unit as at 30 June 2025

Favourable variances are bracketed and in red - £(0.000)m. Unfavourable variances are in black - £0.000m. All amounts are in millions of pounds (£'m).

Climate and the Environment - £(0.041)m		£'m
Environmental Services	The original budget included plans to adopt Hydrogenated Vegetable Oil (HVO). However, a sharp rise in HVO costs during Q1 prompted a temporary delay in implementation, with a review scheduled for the next quarter. The budget also projected a rise in diesel prices, which has not materialised to the extent anticipated.	(0.095)
Environmental Services	Increase in income over budget set as a result of Simpler Recycling Food Waste Collections and additional bin requirements	(0.065)
All	Vacancy Factor	0.167
All	Culmination of other Employee variances across the Portfolio, net of Agency Staff	(0.017)
All	Other Small Variances	(0.031)
Biodiversity and Environmental Services Total		(0.041)

Health, Wellbeing and Leisure - £(0.082)m		£'m
Health & Community Development	New roles of Active Lifestyles Officer has been vacant for the first quarter and is forecast to be filled in August. Regeneration Capital Project Manager is vacant and is forecast to be filled in December.	(0.089)
All	Vacancy Factor	0.022
All	Culmination of other Employee variances across the Portfolio, net of Agency Staff	(0.001)
All	Other Small Variances	(0.014)
Health, Wellbeing and Leisure Total		(0.082)

Heritage, Culture, and the Arts - £0.036m		£'m
All	Vacancy Factor	0.038
All	Culmination of other Employee variances across the Portfolio, net of Agency Staff	(0.026)
All	Other Small Variances	0.024
Heritage, Culture, and the Arts Total		0.036

Housing - £(0.019)m		£'m
Housing	The forecasted outturn variance in salary costs within the Homes for Ukraine business unit is attributed to vacancies across three distinct roles.	(0.053)
All	Vacancy Factor	0.051
All	Culmination of other Employee variances across the Portfolio, net of Agency Staff	(0.023)
All	Other Small Variances	0.006
Housing Total		(0.019)

Public Protection and Community Relations - £0.082m		£'m
Public Protection	An employee has reduced their working hours to part-time (22.2 per week), whereas the budget assumes a full-time position of 37 hours.	(0.020)
All	Vacancy Factor	0.121
All	Culmination of other Employee variances across the Portfolio, net of Agency Staff	(0.030)
All	Other Small Variances	0.011
Public Protection and Community Relations Total		0.082

Strategy, Performance and Finance - £0.432m		£'m
Revenues & Benefits	The forecasted outturn variance in salary costs within the Revenue and Benefits business unit is primarily due to a vacant apprentice position and 0.19 FTE of unfilled hours, which are not expected to be recruited during this financial year. Additionally, a vacant Revenues Officer post is currently being advertised, with recruitment anticipated to be completed by September.	(0.056)
Revenues & Benefits	The current 0.94 FTE vacancy for the Business Rates Property Inspector role is being partially reallocated, with 7.5 hours assigned to an existing team member from August. The remaining hours will be advertised for recruitment, with the new post expected to commence on January 26.	(0.026)
Financial Services	Budget set for notional savings as per the revenue budget setting for 2025-26 at Full Council in March.	0.250
Corporate Property	The 2025-26 budget for Newark Beacon was based on an anticipated occupancy rate of 88%. However, by the end of Quarter 2, occupancy is projected to reach 93%, reflecting stronger-than-expected performance. Additionally, lease renewal negotiations are currently underway.	(0.045)
All	Vacancy Factor	0.376
All	Culmination of other Employee variances across the Portfolio, net of Agency Staff	(0.040)
All	Other Small Variances	(0.027)
Strategy, Performance and Finance Total		0.432
Sustainable Economic Development - £(0.013)m		£'m
Planning Development	A prudent forecast for planning income based on current activity, bearing in mind ongoing uncertainties. Key factors include potential impacts of planning reform, which may encourage large-scale and specialist developments, though application volumes are not guaranteed. The ability to set planning application fees under the Planning & Infrastructure Bill could influence revenue. Additional pressures stem from the draw of Nationally Significant Infrastructure Projects (NSIPs), a likely rise in appeals, and performance risks linked to tighter government thresholds.	(0.075)
All	Vacancy Factor	0.111
All	Culmination of other Employee variances across the Portfolio, net of Agency Staff	(0.069)
All	Other Small Variances	0.020
Sustainable Economic Development Total		(0.013)
General Fund Revenue Outturn Variance for Services		0.395

Housing Revenue Account (HRA) Revenue Outturn Variance Analysis as at 30 June 2025

Favourable variances are bracketed and in red - £(0.000)m. Unfavourable variances are in black - £0.000m.

HRA - £0.355m		£'m
Housing & Estates Management	When decarbonisation properties are upgraded with air source heat pumps (ASHP), battery storage is also installed. This results in less electricity being exported to the grid. Additionally, as the photovoltaic (PV) systems age, their efficiency declines. The current panels are approximately 10 to 11 years old, with a typical lifespan of around 25 years, so a reduction in productivity is expected. Future budgets will be adjusted to reflect this depreciation.	0.109
Housing Income & Leaseholder Management	x2 Temporary Tenancy Assistant vacancies for the first quarter and not expected to recruit until October and various other small vacancies.	(0.087)
Housing & Estates Management	Council tax charges in void properties is expected to be overspent due to the delays in repairs works.	0.073
All	Vacancy Factor	0.274
All	Culmination of other Employee favourable variances across the Directorate (net of agency staff)	(0.022)
All	Other small variances	0.008
HRA Total		0.355

General Fund - Spend against budget - Estimated in year

Project	Capital Description	Original Budget 2025/26	Slippage reported to Cabinet 8 July 25	Original budget 25/26 including slippage	Variations Proposed to Cabinet 9 Sept 25	Revised Budget including Variations for Approval	Actuals to 30.06.25	Current outstanding orders	Additional anticipated spend in year	Total Projected spend in year	Variance Over/Underbudget	Expected Completion Date	Comments
TA3062	Beacon EV Chargepoints	0	36,850	36,850	0	36,850	0	0	36,850	36,850	0	31/03/2026	10/07/25 scheme to be reviewed to ensure still deliverable within budget
TB2253	Vehicles & Plant	1,512,285	-66,999	1,445,286	50,000	1,495,286	0	443,966	1,051,320	1,495,286	-0	31/03/2026	10/07/25 Food Waste Vehicles ordered, but won't be delivered until next financial year. The contract for the consortium is to be renewed, then other vehicles in the replacement programme can be ordered.
TB2258	Vicar Water Improvements (SANGS)	0	35,556	35,556	0	35,556	0	0	35,556	35,556	0	31/03/2026	10/07/25 discussions with Legal to progress scheme
TB2261	Brunel Drive Redevelopment Phase 1	669,000	0	669,000	0	669,000	3,602	454	664,944	669,000	-0	31/10/2025	10/07/25 start on site due in August and demolition due to complete in October. May not require full budget.
TB3155	Castle - Condition Works	0	0	0	134,000	134,000	0	134,391	-391	134,000	0	31/10/2025	10/07/25 recommission deferred works, 8 week project.
TB3162	Woodland Planting Contribution	309,915	0	309,915	0	309,915	0	0	309,915	309,915	0	31/03/2026	
TF3227	Lowdham Flood Alleviation	100,000	0	100,000	0	100,000	0	0	100,000	100,000	0	31/03/2026	10/07/2025 Enviroment Agency project, final contribution due in 2025/26 at the moment, but updates expected from Lowdham Flood Project group.
	CLIMATE AND THE ENVIRONMENT TOTAL	2,591,200	5,407	2,596,607	184,000	2,780,607	3,602	578,811	2,198,194	2,780,607	-0		
TA1221	SLC Fire Safety Remedial Works	0	14,000	14,000	-14,000	0	0	0	0	0	-0	27/05/2025	10/07/25 Scheme no longer required.
TA1224	Provision of 3G Pitches	400,000	0	400,000	0	400,000	0	0	400,000	400,000	0	31/03/2026	10/07/25 expected works between April - June 26. Notional budget at the moment. 5 sites committed to over medium term first site is in Southwell. Football foundation panel due to meet in December to determine external contrb. Review profile again in Q2
TA1226	Dukeries LC Inflatables	0	40,250	40,250	0	40,250	31,911	7,978	361	40,250	-0	31/07/2025	10/07/25 inflatables for the pool have been delivered, the dry site inflatables due to be delivered around end of July 25.
TA1227	Payment of S106 to SLCT	0	0	0	190,951	190,951	190,951	0	0	190,951	0	27/05/2025	10/07/25 payment made to SLCT with the Lease Surrender
TA1228	Dukeries Pool Cover	0	0	0	0	0	0	0	0	0	0	00/01/1900	
TA3097	Yorke Drive Regeneration and Community Facilities	0	59,680	59,680	0	59,680	0	39,518	20,162	59,680	-0	31/12/2031	10/07/25 start on site currently expected to be October 25, but waiting for the development agreement to be signed.
TB2259	Sherwood Avenue Park - Shared Prosperity Fund	0	0	0	0	0	-4,546	4,546	0	-0	-0	31/03/2026	10/07/25 scheme complete, remaining order for retention.
TB6165	S106 Community Facilities to SOT	0	239,620	239,620	0	239,620	0	0	239,620	239,620	0	31/03/2026	10/07/25 Waiting on planning permission to submitted by developer/owner for community centre site.
TB6173	S106 Rainworth Pc Comm Fac	0	0	0	0	0	-4,174	4,174	0	0	0	30/09/2025	10/07/25 defects visit has been completed and retention will be paid.
TB6174	S106 Rainworth Off Site Sports Transfer to Joesph Whitaker	0	228,315	228,315	0	228,315	228,315	0	0	228,315	-0	18/04/2025	10/07/25 paid, scheme complete
TB6176	S106 Clipstone PC Village Hall	0	19,822	19,822	0	19,822	19,822	0	0	19,822	-0	17/04/2025	10/07/25 paid, scheme complete
TB6179	Newark R&M Cricket Club, Kelham Road	0	18,520	18,520	0	18,520	18,521	0	0	18,521	0	30/05/2025	10/07/25 paid, scheme complete
TB6180	S106 Transfer to EPC for VH Improvements	0	0	0	123,027	123,027	123,027	0	0	123,027	0	27/05/2025	10/07/25 paid, scheme complete. Parish Council works are in progress
TB6181	S106 Transfer to EPC to create MUGA	0	0	0	78,019	78,019	78,019	0	0	78,019	0	27/05/2025	10/07/25 paid, scheme complete. Parish Council works are complete.
	HEALTH, WELLBEING & LEISURE TOTAL	400,000	620,207	1,020,207	377,997	1,398,204	681,846	56,215	660,143	1,398,204	-1		
TF2000	CCTV Replacement Programme	8,780	10,050	18,830	43,936	62,766	0	6,851	55,915	62,766	-0	31/03/2026	10/07/25 10 cameras to be replaced in 2025/26 revisit profile when more information available from contractor

Project	Capital Description	Original Budget 2025/26	Slippage reported to Cabinet 8 July 25	Original budget 25/26 including slippage	Variations Proposed to Cabinet 9 Sept 25	Revised Budget including Variations for Approval	Actuals to 30.06.25	Current outstanding orders	Additional anticipated spend in year	Total Projected spend in year	Variance Over/Underbudget	Expected Completion Date	Comments
TF2001	CCTV Control Room Relocation	740,000	0	740,000	0	740,000	0	0	740,000	740,000	0	31/03/2026	10/07/25 scheme is progressing, will have preferred bidder and will be able to award contract by August.
TF3230	Lighting at St Marys Gardens - SPF	0	18,645	18,645	-4,706	13,939	13,939	0	0	13,939	0	30/06/2025	10/07/25 project complete and all required budget used.
TF3232	Rural Crime and Prevention	0	27,746	27,746	0	27,746	0	4,018	23,728	27,746	0	31/03/2026	10/07/25 original scheme complete, remaining budget to be used for other rural crime and prevention measures.
TF3233	Cuckstool Wharf Lighting	101,040	0	101,040	0	101,040	0	8,000	93,040	101,040	0	31/12/2025	10/07/25 finalising design, out for quotes at the end of July early august. Heritage England need to sign off the works.
	PUBLIC PROTECTION AND COMMUNITY RELATIONS	849,820	56,441	906,261	39,230	945,491	13,939	18,869	912,683	945,491	0		
TA1223	Dukeries Changing Places	0	0	0	0	0	-1,178	1,178	0	-0	-0	31/01/2026	10/07/25 retention only remaining due to pay Jan 26
TA3053	Museum Improvements	0	35,280	35,280	184,294	219,574	0	39,938	179,636	219,574	0	31/03/2026	0
TA3056	NCWC Tudor Hall	0	0	0	7,669	7,669	0	5,037	2,632	7,669	0	00/01/1900	10/07/25 12 month defect inspection completed, awaiting retention invoice from contractor.
TA3058	Palace Theatre Fire Alarm Upgrade	0	7,380	7,380	0	7,380	-547	7,927	0	7,380	0	01/08/2025	10/07/25 scheme due for completion by 1 August 25
TA3064	Palace Theatre Sound Desk	0	0	0	0	0	0	0	0	0	0	00/01/1900	
TA3065	Kidney Stones	87,430	0	87,430	-21,612	65,818	32,143	33,675	0	65,818	0	17/07/2025	10/07/25 scheme complete, interpretation panel to be fitted next week. Official opening 17/07/25.
TA3066	Essential works at the Palace Theatre	220,831	0	220,831	-61,000	159,831	0	0	159,831	159,831	0	05/09/2025	10/07/2025 Appointed principal contractor, anticipating works to start on site 11/08/2025, awaiting listed building consent. Works within the bid have been adjusted, so reprofile £60k to 26/27.
TB3154	Castle Gatehouse Project	4,805,236	172,398	4,977,634	42,515	5,020,149	25,947	281,864	4,712,338	5,020,149	0	31/07/2026	10/07/25 works commenced 07/07/25 52 week programme. Cash flow received from contractor used to profile budget.
	HERITAGE, CULTURE & THE ARTS TOTAL	5,113,497	215,058	5,328,555	151,866	5,480,421	56,365	369,620	5,054,437	5,480,422	1		
TC2011	Ollerton Regeneration	0	0	0	118,000	118,000	0	51,500	66,500	118,000	0	31/07/2028	0
TF6011	Private Sector Disabled Facilities Grants	700,000	0	700,000	50,000	750,000	113,471	18,615	617,914	750,000	-0	31/03/2026	10/07/25 increase budget from grant held to support received in year for predicted spend to 31/03/25
TF6012	Discretionary DFG	90,000	0	90,000	210,000	300,000	8,866	2,000	289,134	300,000	-0	31/03/2026	10/07/25 increase budget from grant held to support received in year due to change in policy for maximum top up.
TF6807	Warm Homes on Prescription	70,000	0	70,000	0	70,000	10,249	2,649	57,102	70,000	0	31/03/2026	10/07/25 Spring and summer are quiet periods due to the weather. Completed 5 WHOP heating installations, with a further 6 are nearing completion. 2 further jobs planned to date. Will review budget in quarter 2.
	HOUSING TOTAL	860,000	0	860,000	378,000	1,238,000	132,586	74,764	1,030,650	1,238,000	-0		
TA3060	Beacon - New Boiler	61,525	0	61,525	0	61,525	0	0	61,525	61,525	0	31/03/2026	10/07/25 scheme to be reviewed to ensure still deliverable within budget
TA3061	Beacon - LED Lights	0	78,640	78,640	0	78,640	0	46,511	32,129	78,640	0	31/08/2025	10/07/25 Job is ongoing nearing completion, waiting for bespoke lights fittings as these are to order. Expected completion end of August.
TA3286	Information Technology Investment	782,030	110,700	892,730	-115,037	777,693	63,043	141,055	573,596	777,693	0	31/03/2026	10/07/25 hardware and software for whole Council. Kept under review throughout the year to ensure required and relevant.
TC2007	Clipstone Holding Centre Purchase & Works	6,527,104	249,434	6,776,537	-5,976,537	800,000	16,898	79,332	703,770	800,000	0	31/03/2027	10/07/25 out to tender end of July, expected start on site in November, so budget to be reprofiled. Need to make arrangements for some unexpected site clearance.
TC2009	Former Belvoir Iron Works	845,376	900,000	1,745,376	0	1,745,376	794	0	1,744,582	1,745,376	0	00/01/1900	10/07/25 waiting on inspectors report due Autumn 2025
TC3135	Works to Buttermarket	0	56,360	56,360	0	56,360	39,880	9,970	6,510	56,360	0	30/09/2025	11/07/25 Works are complete, awaiting final invoices.

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TC3156	Jubilee Bridge Works	60,000	0	60,000	0	60,000	0	0	60,000	60,000	0	31/10/2025	10/07/2025 In negotiations with contractor, issues with H&S and Canal & Rivers trust, due to be completed Autumn 2025.
TC3160	14 Market Place	220,000	93,000	313,000	60,000	373,000	6,943	4,714	361,342	373,000	-0	23/12/2025	10/07/25 works started on site w/c 7 July 2025. Programme amended, potential for £20k budget remaining, will review towards the end of the project.
TG1003	Housing Regeneration Loan Facility	3,408,071	1,786,500	5,194,571	3,000,000	8,194,571	1,907,000	0	6,287,571	8,194,571	0	31/03/2026	10/07/25 x3 projects ongoing at present expected to need full budget
	STRATEGY, PERFORMANCE AND FINANCE TOTAL	11,904,106	3,274,634	15,178,739	-3,031,574	12,147,165	2,034,558	281,583	9,831,025	12,147,166	0		
TE3251	Rural England Prosperity Fund	0	0	0	267,369	267,369	0	0	267,369	267,369	0	31/03/2026	0
TE3268	Southern Link Road Contribution	0	-7,000	-7,000	1,159,185	1,152,185	0	0	1,152,185	1,152,185	0	31/03/2026	10/07/2025 Road expected to be complete by September 2026, reprofiled remaining grant into 2025/26, but updated to profile of final contribution as per cashflow dated July 2025. £1.2m in 26/27.
TI1002	A1 Overbridge Improvements	2,500,000	44,585	2,544,585	-2,444,585	100,000	25,000	3,585	71,415	100,000	0	31/03/2028	10/07/25 meeting with National Highways and Consulting engineers on 5/8/25 to discuss next steps. Final options report to be submitted for internal NH approval. Preliminary design work on preferred option to commence in 2025/26. £3m budget in 26/27, reprofile £2.4m from this year to 27/28. Final project delivery method to be agreed between NSDC/NH/NCC.
TT1000	Towns Fund - 32 Stodman Street Regeneration	7,610,655	603,135	8,213,790	-440,001	7,773,789	436,615	7,076,381	260,793	7,773,789	-0	30/04/2026	10/07/25 Works progressing well following delays experienced in Feb/Mar 25 regarding electric cables, expected to be complete April 2026.
TT1005	Towns Fund - Cycle Town	50,000	0	50,000	0	50,000	0	2,522	47,478	50,000	0	31/03/2026	10/07/25 scheme to start later in the financial year.
TT1006	Towns Fund - Cultural Heart of Newark	3,610,000	0	3,610,000	-3,510,000	100,000	0	0	100,000	100,000	0	01/10/2027	10/07/25 scheme currently in RIBA 3, reprofile £3.5m (£1.5m 26/27, £2m 27/28). Completion date is unknown at present. Contracts need to be in place by 31/03/2027 otherwise grant cannot be used.
	SUSTAINABLE DEVELOPMENT AND REGENERATION	13,770,655	640,720	14,411,375	-4,968,032	9,443,343	461,403	7,082,700	1,899,240	9,443,343	-0		
	TOTALS	35,489,278	4,812,466	40,301,744	-6,868,513	33,433,231	3,384,300	8,462,562	21,586,372	33,433,233	-1		

HRA - Spend against budget - Estimated in year

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PROPERTY INVESTMENT PROGRAMME													
S91100	ROOF REPLACEMENTS	1,700,000	89,400	1,789,400	0	1,789,400	365,348	383,591	1,040,460	1,789,400	-0	31/03/2026	08/07/25 On target with planned jobs, 50 Jobs completed in QTR 1, expecting to complete another 15 properties this week. Projects expected to start on at Bleasby in July/August.
S711	ROOF REPLACEMENTS	1,700,000	89,400	1,789,400	0	1,789,400	365,348	383,591	1,040,460	1,789,400	-0		
S91218	Kit & Bathrooms	2,221,540	0	2,221,540	0	2,221,540	515,823	481,032	1,224,685	2,221,540	-0	31/03/2026	09/07/25 Currently completing 5 kitchens & 1 bathroom per week. Budget to be reviewed at Q2.
S712	KITCHEN & BATHROOM CONVERSIONS	2,221,540	0	2,221,540	0	2,221,540	515,823	481,032	1,224,685	2,221,540	-0		
S91300	EXTERNAL FABRIC	378,000	0	378,000	0	378,000	28,191	245,636	104,173	378,000	0	31/12/2025	08/07/25 Planned jobs at Southwell, currently expecting to complete all works by end of Q3.
S713	EXTERNAL FABRIC	378,000	0	378,000	0	378,000	28,191	245,636	104,173	378,000	0		
S91412	Doors & Windows Works	280,000	27,470	307,470	0	307,470	4,214	171,977	131,279	307,470	-0	31/03/2026	08/07/25 Works now picking up, slow start due to issues with asbestos surveys due to contract change, now have nationwide in place to cover all works.
S714	DOORS & WINDOWS	280,000	27,470	307,470	0	307,470	4,214	171,977	131,279	307,470	-0		
S91500	OTHER STRUCTURAL	150,000	133,700	283,700	174,200	457,900	30,739	164,182	262,978	457,900	-0	31/03/2026	08/07/25 All jobs carried over from 24/25 now complete. 15 structural jobs to plan in for 25/26. Review forecast once all jobs are fully costed.
S91535	DPC Works	63,000	14,290	77,290	0	77,290	19,483	57,808	0	77,290	0	31/03/2026	08/07/25 16 jobs come in from repairs team to asset team. Back log of damp jobs from 24/25 budget already spent, expected to spend an additional £300-400k this FY.
S715	OTHER STRUCTURAL	213,000	147,990	360,990	174,200	535,190	50,222	221,990	262,978	535,190	0		
S93100	ELECTRICAL	800,000	0	800,000	-800,000	0	0	0		0	0	31/03/2026	
S93115	Rewires	0	35,220	35,220	800,000	835,220	-0	603,268	231,952	835,220	-0	31/03/2026	08/07/25 Contractor now in place, works started first week of June, 10 properties now complete in 25/26 awaiting invoices. Not expected to fully spend budget due to now spend in first quarter of the FY.
S731	ELECTRICAL	800,000	35,220	835,220	0	835,220	-0	603,268	231,952	835,220	-0		
S93300	Passenger Lifts	53,550	0	53,550	0	53,550	497	52,636	418	53,550	0	31/03/2026	08/07/25 3 lift doors to be replaced at a cost of £5k per door approx. Further woks to be identified.
S733	PASSENGER LIFTS	53,550	0	53,550	0	53,550	497	52,636	418	53,550	0		
S93500	HEATING	1,000,000	0	1,000,000	0	1,000,000	16,616	345,673	637,710	1,000,000	-0	31/03/2026	16/07/25 Currently spending £40k per month on installs. 80 installs currently in progress with contractor, another 90 installs planned for Qtr2.
S735	HEATING	1,000,000	0	1,000,000	0	1,000,000	16,616	345,673	637,710	1,000,000	-0		
S93622	PV Invertors	214,200	160,050	374,250	-174,200	200,050	4,296	88,854	106,900	200,050	-0	31/03/2026	08/07/25 Currently expecting to complete 30 jobs at £900 per unit, further works to be identified.
S93625	Thermal Comfort	0	0	0	0	0	0	0	0	0	0	31/03/2026	15/07/25 Cavity wall insulation installed on 9 properties, some small jobs expected to come through this line. Budget to be moved in from S93628.
S93626	Decarbonisation	1,477,980	0	1,477,980	0	1,477,980	510	6,409	1,471,061	1,477,980	-0	31/03/2026	15/07/25 Contractor not yet procured, anticipating works starting Autumn 2025.
S93628	EPC	400,000	99,740	499,740	0	499,740	28,787	47,221	423,731	499,740	-0	31/03/2026	15/07/25 5 year plan for improving EPC'S on our properties. Contractor not appointd as yet to carry out surveys/works, expected to be Autumn 2025.
S736	ENERGY EFFICIENCY	2,092,180	259,790	2,351,970	-174,200	2,177,770	33,593	142,484	2,001,692	2,177,769	-1		
S95100	GARAGE FORECOURTS	53,550	0	53,550	0	53,550	0	0	53,550	53,550	0	31/03/2025	08/07/25 Planning works at Wolffit Avenue currently expected to be £15k, further works to be identified.
S751	GARAGE FORECOURTS	53,550	0	53,550	0	53,550	0	0	53,550	53,550	0		
S95200	ENVIRONMENTAL WORKS	514,080	0	514,080	-50,000	464,080	0	13,667	450,413	464,080	-0	31/03/2026	15/07/25 Some small jobs completed in Q1, further works to be identified.
S95208	Sewerage Treatment Works	30,000	0	30,000	0	30,000	0	0	30,000	30,000	0	31/03/2026	15/07/25 Works to be identified.
S95250	Communal Lighting	0	24,000	24,000	0	24,000	0	0	24,000	24,000	0	31/03/2026	08/07/25 PV Street light to be completed at 3 locations also 30 pv lights to be replaced at broadleaves expected to be within budget.
S95252	Flood Defence Systems	10,000	7,910	17,910	0	17,910	0	3,353	14,557	17,910	-0	31/03/2026	
S95254	Estate Improvements	60,000	53,270	113,270	0	113,270	7,709	21,167	84,394	113,270	0	31/03/2026	15/07/25 Some small jobs completed in Q1. Project on Holly Rise car parking due to start which is expected to cost £60k.
S95292	Communal Areas	10,710	1,060	11,770	0	11,770	0	0	11,770	11,770	0	31/03/2026	15/07/25 No spend currently planned, currently looking at potential projects.
S95306	Ferndale Conversion	0	0	0	0	0	-3,587	3,587		0	0	31/03/2026	10/07/25 Complete, retention left to pay in current FY.
S95307	PV Panels Broadleaves and Gladstone	0	0	0	0	0	-4,610	4,610		-0	-0	31/03/2026	10/07/25 Complete, retention left to pay in current FY.
S95309	Allenby Road Conversion	0	140,000	140,000	0	140,000	0	9,500		140,000	0	31/03/2026	09/07/25 Designs are now done & build cost come in at £125k. Procurement exercise due to start in September, expecting works to be completed within 12 weeks once on site.
S95400	Void Works	300,000	158,460	458,460	-200,000	258,460	0	247,185	11,274	258,460	-0	31/03/2026	15/07/25 12 Void properties currently undergoing works. Budget currently sufficient for Capital voids. Review in Q2.

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S95401	Void Works Back log	0	0	0	200,000	200,000	0	200,000		200,000	0	31/12/2025	15/07/25 New budget line created to provide budget for back log of voids property works. PO raised & contractor in place, works due to start imminently.
S95402	External Works	0	0	0	50,000	50,000	0	0	50,000	50,000	0	31/03/2026	15/07/25 New budget line created to provide budget for fencing/other external works completed. Expecting some small jobs to be completed in Q2.
							0						
S752	ENVIRONMENTAL WORKS	924,790	384,700	1,309,490	0	1,309,490	-487	503,069	676,408	1,309,490	-0		
S97100	ASBESTOS	64,260	0	64,260	-64,260	0	-0	0		-0	-0		
S97115	ASBESTOS SURVEYS	0	33,540	33,540	24,260	57,800	6,965	42,940	7,895	57,800	0	31/03/2026	08/07/25 Back log of surveys currently, contractor is expecting to complete 300 surveys in July in an attempt to clear back log. Expecting to need additional funds in this budget for 25/26, will have a better idea at the end of Q2.
S97116	ASBESTOS REMOVALS	0	0	0	40,000	40,000	750	30,000	9,250	40,000	0	31/03/2026	08/07/25 Expecting an increase in works from the back log of surveys currently being carried out. Expecting to need additional funds in this budget for 25/26, will have a better idea at the end of Q2.
S771	ASBESTOS	64,260	33,540	97,800	0	97,800	7,715	72,940	17,145	97,800	-0		
S97200	FIRE SAFETY	0	150,680	150,680	0	150,680	36,131	114,549	0	150,680	0	31/03/2026	
S97218	Enhanced Fire Risk Assessments	240,000	0	240,000	0	240,000	7,958	23,413	208,629	240,000	-0	31/03/2026	16/07/25 Fire/Compartmentalisation surveys now being carried out, 15-20 surveys planned at a cost of £1000-1500 per survey. Review again in Q2.
S97221	Fire Doors Various Locations	645,600	0	645,600	0	645,600	69,055	332,300	244,245	645,600	0	31/03/2026	15/07/25 100 Fire doors planned to be replaced in 25/26, need to review spend/budget in Q2.
S772	FIRE SAFETY	885,600	150,680	1,036,280	0	1,036,280	113,144	470,262	452,874	1,036,280	-0		
S773	DDA IMPROVEMENTS	0	0	0	0	0	0	0	0	0	0		
S97400	DISABLED ADAPTATIONS	1,007,190	0	1,007,190	-940,000	67,190	0	0	67,190	67,190	0	31/03/2026	09/07/25 No spend planned currently, works to be identified.
S97416	Major Adaptations	0	0	0	800,000	800,000	142,670	264,532	392,798	800,000	-0	31/03/2026	09/07/25 92 major adaptations received in Qtr1 of which 85 jobs were completed. Currently expecting to spend £80k per period.
S97417	Minor Adaptations	0	0	0	70,000	70,000	6,168	29,385	34,448	70,000	0	31/03/2026	09/07/25 88 minor adaptations received in Qtr1 of which 80 jobs were completed. Currently expecting to spend £3k per period.
S97418	Adaptation Stair Lift/Ho	0	0	0	70,000	70,000	18,652	16,442	34,906	70,000	-0	31/03/2026	09/07/25 3 jobs planned in for next Qtr with an approx cost of £10k
S774	DISABLED ADAPTATIONS	1,007,190	0	1,007,190	0	1,007,190	167,489	310,359	529,342	1,007,190	0		
S97500	LEGIONELLA	80,000	0	80,000	0	80,000	-0	12,844	67,156	80,000	0	31/03/2026	10/07/25 Currently exploring more cost effective way to complete risk assessments therefore currently on hold. Remedial works ongoing, currently have £20k committed to be spent in Qtr 2. Budget expected to be sufficient to complete works at the moment.
S775	LEGIONELLA	80,000	0	80,000	0	80,000	-0	12,844	67,156	80,000	0		
S98100	BUILDING SAFETY	185,690	0	185,690	0	185,690	0	0	185,690	185,690	0	31/03/2026	15/07/25 No spend currently planned, currently looking at potential projects.
S98101	Fire Alarm Systems	35,000	0	35,000	0	35,000	1,322	0	33,678	35,000	0		15/07/25 One job completed at Manvers View Hub, further works to be identified.
S98103	Structural Surveys - Elevated Walkways	150,000	0	150,000	0	150,000	0	645	149,355	150,000	0	31/03/2026	08/07/25 Planned works at Grange Road, waiting for rewires to be complete before surveys completed and costs are known, potentially a large scale job.
S98104	Scooter Shed	45,000	0	45,000	0	45,000	0	0	45,000	45,000	0		
S98108	Door Entry Systems	50,000	0	50,000	0	50,000	0	0	50,000	50,000	0		15/07/25 No surveyor currently in place to plan works.
S781	BUILDING SAFETY	465,690	0	465,690	0	465,690	1,322	645	463,723	465,690	0		
S99100	PROPERTY INVESTMENT CONTINGENCY	60,000	0	60,000	0	60,000	0	0	45,525	45,525	-14,475	31/03/2026	
S99102	Housing Capital Fees	605,020	0	605,020	0	605,020	0	0	619,495	619,495	14,475	31/03/2026	
S791	UNALLOCATED FUNDING	665,020	0	665,020	0	665,020	0	0	665,020	665,020	0		
	SUB TOTAL PROPERTY INVESTMENT	12,884,370	1,128,790	14,013,160	0	14,013,160	1,303,686	4,018,406	8,560,565	14,013,158	-2		
		0	0	0	0	0							
	AFFORDABLE HOUSING												
SA1031	Site Acquisition (Inc RT8)	1,600,000	0	1,600,000	-776,000	824,000	0	0	824,000	824,000	0	31/03/2026	10/07/25 No planned purchases at the moment, will keep under review, reprofile £776k for now.
SA1033	Estate Regeneration	5,000,000	16,980	5,016,980	-4,016,980	1,000,000	91,971	739,516	168,513	1,000,000	0	31/12/2031	10/07/25 start on site currently expected to be October 25, but waiting for the development agreement to be signed.
SA1047	New Build Contingency	0	354,900	354,900	0	354,900	0	0	354,900	354,900	0	31/03/2026	
SA1048	Boughton Extra Care	0	39,560	39,560	0	39,560	4,899	11,053	23,609	39,560	0	31/05/2025	15/07/25 Defects now completed, no further budget needed as project complete.
SA1063	Phase 3 - Cluster 3	0	0	0	0	0	-30,285	525	29,760	0	0	31/03/2026	10-07-25 Woodheads retention, no longer a debtor to Woodheads therefore can be moved to contingency
SA1071	Phase 4 Cluster 1	0	0	0	0	0	-56,537	0	56,537	-0	-0	31/03/2026	10/07/25 Woodheads retention, no longer a debtor to Woodheads therefore can be moved to contingency
SA1072	Phase 4 Cluster 2	0	0	0	0	0	-19,441	0	19,441	0	0	31/03/2026	10/07/25 Woodheads retention, no longer a debtor to Woodheads therefore can be moved to contingency
SA1080	Phase 5	0	0	0	0	0	945	10,112	-11,057	-0	-0	31/03/2026	10/07/25 actuals to be reallocated to relevant cluster
SA1081	Phase 5 Cluster 1	0	0	0	0	0	-24,867	25,593	-726	-0	-0	31/03/2026	10/07/25 Retention left to pay expecting to pay this FY.
SA1082	Phase 5 Cluster 2	0	144,380	144,380	51,825	196,205	91,507	64,228	40,470	196,205	0	27/06/2025	10/07/25 Phase now completed, retention left to pay which will be paid this FY.
SA1083	Phase 5 Cluster 3	0	0	0	0	0	0	-608	608	0	0	31/03/2026	

Project	Capital Description	Original Budget 2025/26	Slippage reported to Cabinet 8 July 25	Original budget 25/26 including slippage	Variations Proposed to Cabinet 9 Sept 25	Revised Budget including Variations for Approval	Actuals to 30.06.25	Current outstanding orders	Additional anticipated spend in year	Total Projected spend in year	Variance Over/Under/Spent	Expected Completion Date	Comments - Spend to date
SA1084	Phase 5 Cluster 4	0	349,580	349,580	0	349,580	173,297	190,107	-13,824	349,580	0	30/09/2025	10/07/25 Still on site, expected to be completed by end of September.
SA1085	Phase 5 Cluster 5	0	0	0	0	0	-17,244	17,244		0	0	31/03/2026	10/07/25 Retention left to pay expecting to pay this FY.
SA1086	Phase 5 Cluster 6	0	0	0	0	0	-26,992	26,992		0	0	31/03/2026	10/07/25 Retention left to pay expecting to pay this FY.
SA1090	Phase 6	0	586,780	586,780	0	586,780	0	53,269	533,511	586,780	0	31/03/2027	10/07/25 Actuals to be moved to relevant cluster code
SA1091	Phase 6 Cluster 1	0	164,790	164,790	0	164,790	0	0	164,790	164,790	0	02/04/2025	10/07/25 Site now complete, retention left to pay 26/27
SA1092	Phase 6 Cluster 2	521,000	200,000	721,000	50,000	771,000	0	0	771,000	771,000	0	31/03/2027	10/07/25 Purchase of S106 properties awaiting agreement from Legal, expected to be completed the FY
SA1093	Phase 6 Cluster 3	1,000,000	0	1,000,000	0	1,000,000	0	0	1,000,000	1,000,000	0	31/03/2027	10/07/25 Procurement is now complete, contract award pending, expected to start on site this FY.
SA1094	Phase 6 Cluster 4	1,000,000	0	1,000,000	0	1,000,000	0	6,438	993,562	1,000,000	0	31/03/2027	10/07/25 Procurement is now complete, contract award pending, expected to start on site this FY.
SA1095	Phase 6 Cluster 5	1,000,000	0	1,000,000	0	1,000,000	0	0	1,000,000	1,000,000	0	31/03/2027	10/07/25 Procurement is now complete, contract award pending, expected to start on site this FY.
SC2000	Careline Analogue to Digital	0	0	0	98,573	98,573	98,400	0	173	98,573	0	31/12/2025	08/07/25 £98k Slippage from 24/25 now fully spent.
SC2002	New Housing Management System	289,333	18,712	308,045	100,000	408,045	25,911	6,000	376,134	408,045	-0	31/12/2025	11/07/25 Staff recharge costs & overtime for Q1 Awaiting costs for meritec and additional costs from NEC, expected to complete end of December.
	SUB TOTAL AFFORDABLE HOUSING	10,410,333	1,875,682	12,286,015	-4,492,582	7,793,433	311,564	1,150,469	6,331,401	7,793,434	1		
		0	0	-1	0	0							
	TOTAL HOUSING REVENUE ACCOUNT	23,294,703	3,004,472	26,299,175	-4,492,582	21,806,593	1,615,250	5,168,876	14,891,966	21,806,592	-1		



Report to: Policy & Performance Improvement Committee -1 September 2025

Director Lead: Suzanne Shead, Director - Housing, Health & Wellbeing

Lead Officer: Lynda Priest, Compliance Manager - Housing Maintenance & Asset Management Business Unit

Report Summary	
Report Title	Quarter 1 2025-26- Housing Compliance Assurance Report
Purpose of Report	To provide the performance position as of 30 June 2025 (Quarter 1) for Housing related compliance and update on activities in the service area.
Recommendations	That the Policy & Performance Improvement Committee note: a) the exceptions to performance of the housing service compliance functions; b) interim arrangements for monitoring damp and mould ahead of introduction of Awaab's Law; and c) the ongoing actions to improve and maintain performance.

1.0 Purpose of Report

- 1.1 This report provides Members with the performance of housing compliance services at the end of June 2025, focusing on exceptions performance, which is outside the Council's target parameters.
- 1.2 The full performance summary is shared with SLT; the Portfolio Holder for Housing and discussed as a standard agenda item for the Tenant Engagement Board meetings ensuring that Health & Safety are at the heart of our conversations and actions. Performance is also discussed quarterly at Cabinet (Performance) to ensure there is oversight at Board level.

2.0 Background Information

- 2.1 This report sets out the Council's performance against the Council's legal and regulatory landlord responsibilities for a range of building safety measures including fire protection, gas, asbestos, electrical and water. Further information on the Council's responsibilities can be found here <https://www.gov.uk/government/publications/safety-and-quality-standard>.
- 2.2 Full details of these performance indicators along with associated commentary are included at **Appendix 1** to this report.

- 2.3 The Council's performance in the report is rated as set out in the table below - as recommended by external auditors and the Regulator of Social Housing:

RAG Rating	Old Rating 2023/24	New Rating 2024/25	Colour in Appendix Report
Green	At Target	100%	
Amber	Within 2%	98 – 99.9%	
Red	Below 2%	0 – 97.99%	

- 2.4 The report also included information on the number of damp and mould cases and our performance in this area including:

- number of inspections conducted.
- number of works order raised and completed.
- average time taken to complete works.
- percentage completed on time.
- average cost of repairs not capitalised (Priority 1 & Priority 2 only)

across three categories (P1-P3) based on the amount and difficulty of the work and in total. The description for each category is listed below and can be found on page 3 of Appendix 1 Key Performance Reporting Scorecard for Housing Compliance.

- P1 - Emergency e.g. excessive mould or major leak.
- P2 - Minor repair works and mould wash.
- P3 - Major Works undertaken by Asset Team e.g. new Damp Proof Course

- 2.5 Due to the move to the new Housing Management System, an interim reporting arrangement is in place as the new system is set up for Awaab's Law and the associated reporting arrangements required. This means a report drawn down all repairs with a reference to damp and mould, when Awaab's Law is in force, the details of repairs will be taken from a specific contractor code that relates only to damp and mould repairs.
- 2.6 The Council received a letter from the Government in June 2025 ahead of the introduction of new regulation relating to phase 1 of Awaab's Law and changes to electrical safety standards from the Autumn, which the Council are already preparing for. This will give strict timescales for the investigation and rectification of damp and mould. There are two further phases expected in 2026 and 2027 which will expand the scope of Awaab's Law.
- 2.7 For electrical safety, the inspection and testing regime for electrical installations moves from a best practice cycle of five years to a legal requirement, which the Council already works to. Whilst these changes are rolled out, the Council continue to prioritise keeping homes warm, safe and decent.

3.0 Performance Exceptions

3.1 Gas Servicing Domestic - AMBER

Gas servicing is now 99.67% compliant. There are 16 properties without a current gas safety certificate which is down by 56 from the end of March 2025.

A new process has been introduced, involving close collaboration with the contractor, tenancy officers, and our legal team to further reduce instances of no-access.

Further to feedback from Cabinet on 8 July 2025, the team are also reviewing the messaging to tenants who fail to give access and the intention to cap supply to ensure the wording in letters is clear.

3.2 Fire Safety Checks – RED

We have revised our programming for 106 blocks and 30 community centres, changing from a 3- and 5-year schedule to a 1- and 2-year schedule to meet updated fire safety standards. The new FRA programme is scheduled over an 18-month period and is on track, with 82 FRAs completed as of the end of June 2025.

Fire actions are being reviewed and completed weekly. As of August, 389 actions have been completed, with 206 with the contractor, 94 in progress, and only 2 awaiting review. The remaining FRAs will be completed between September 2025 and March 2026.

Please see table below with action plan for completion of the outstanding Fire Risk Assessments and due dates in 2025/26. Delivery of this programme is on track.

Type	Completed to date	September 2025 to March 2026
Blocks P1 & P2	52	8**
Blocks 3&4	0	54
Community Centres	30	0

** Annual FRAs

3.3 Fire Door Inspections – RED

The plan to deliver Fire Door Inspections and remedial works will be completed by mid-July. To date, 40 replacement doors have been identified, and a programme of works is in place to carry these out. Where access has not been gained, the contractor will continue attempts until 8th August. All communal doors have been accessed and will also be completed by mid-July. We remain on track with the programme.

3.4 Asbestos Domestic & Communal – RED

Our Asbestos Surveyor has completed a full compliance review. In January 2025, asbestos surveys were completed for all blocks and community centres. From 1st May 2025, the asbestos management process has been centralised under the compliance team for all housing surveys. The 49 garage blocks have been completed, and the 234 blocks with shared external parts (e.g., guttering, roofing) will be completed by the end of August 2025.

3.5 Water Safety

All communal spaces and community centres have valid Water Risk Assessments, and monthly water monitoring is being undertaken. A full review of domestic legionella has been completed. A pilot programme will begin in mid-September 2025 to undertake Domestic Legionella Risk Assessments and associated actions alongside the Gas Service. This will enable access to every property within the next year at a reduced cost compared to completing these separately.

3.6 Stair Lifts – AMBER & Hoists – RED

A full review has taken place for Stairlifts, and hoists and we are now showing an improvement in compliance with only one outstanding where tenants are in hospital.

3.7 EICR certifications less than five years old – AMBER

There are 20 properties without a valid EICR certificate (less than five years old). New processes and procedures have been introduced, with close collaboration between the contractor, tenancy officers, and our legal team to reduce this further.

3.8 Solid Fuel & Oil Servicing - RED

A full review has been conducted. Where compliance cannot be demonstrated, retesting is being arranged. The no-access process has been aligned with the Gas and EICR processes. New procedures have been introduced, again working closely with the contractor, tenancy officers, and our legal team to improve access and compliance.

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.

Equalities & Diversity Implications

- 4.1 There are no direct equalities implications arising from this report though as part of how we manage these services, we consider the tenants individual circumstances and work with them through our housing services team to achieve compliance.

Financial Implications (FIN25-26/4260)

- 4.2 There are no direct financial implications arising from this report.

5.0 Community Plan – Alignment to Objectives

- 5.1 The performance of the housing service contributes to creating more and better-quality homes through our roles as landlord, developer and planning authority.

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.

Appendix 1. Key Performance Reporting Scorecard for Housing Compliance June_2025

Area of Compliance	Asset Summary		Performance					Trend Analysis	2024/25 Qtr. 4 Performance	Outstanding/ follow-on works
		Total Properties	Compliance	Non-Compliance	Due within 30 days	Dwellings at risk	Performance %			
Gas Safety	Commercial Boilers for Communal Areas only	4	1	3	3	0	100%	→	100%	-
	Community Centres	30	30	0	0	0	100%	→	100%	-
	Domestic Dwellings No.	5180	5164	16	16	0	99.67%	↑	98.6%	Reduced non compliance from 72 to 16 properties
	No. Capped long term	13	13	-	-	-	-	→	13	-
Fire Safety Checks	Blocks Requiring FRA and follow on works	106	0	106	0	106	0%	→	0%	100% with regards to number of planned FRAS carried out. We cannot class a property as compliant until all actions have been carried out. 682 Actions from FRAs; 249 Complete/220 issued to contractor/173 in progress/40 awaiting review
	Fire Alarm Test & Emergency Lighting Weekly	Blocks x 54	54	0	0	0	100%	→	100%	-
	Fire Door Communal Inspections 3 mthly	515	515	37	37	0	93%	↑	0%	398 carried out from April to June (totalling 515 communal door inspections completed) 37 remaining due in July.
	Fire Door Flat Entrance Inspections Annually	888	562	326	77	326	63%	↑	33%	562 Flat Entrance Door Surveys Carried out, access has been attempted at all properties at least 3 times. All remedial works carried out at time of inspection.
	Sprinkler Systems	6	6	0		0	100%	→	100%	
Asbestos Safety Checks	Properties Domestic	5,200	3,781	1,419	n/a		72%	→	72%	(380 homes build after 2000) donot require survey. Reconciliation underway of manual and systems records provide one reference point in APEX.

	Properties Communal	187 (CC/Blocks/Garages)	187	0	0		100%	→	100%	Increase from previous as no includes garages. 234 blocks with shared roof being undertaken in by end August
Water Safety Checks	Properties require LRA (Community Centres)	30	30	0	-	-	100%	→	100%	
	Properties require LRA (domestic)	TBC					TBC	New	-	99% of properties are low risk. Pilot Programme taking place September 2025 to include Legionella Risk Assessment during Gas Survey to include all domestic properties over the next year.
	Properties require bacteria test	0	0	0	0	0	100%	→	100%	
Lift Equipment Safety Checks	Passenger & goods lifts	9 lifts	9	0	0	0	100%	→	100%	-
	Stair Lifts	109	108	1	0	0	99%	→	99%	Outstanding due to hospitalisation of tenant
	Hoists	61	60	1	6		98.3%	↑	97%	Outstanding due to hospitalisation of tenant
Electrical Safety Checks	Domestic Dwellings up to 5 years old	5855	5835	20	0	20	99.65%	↑	99.27%	
	Non- domestic properties	133	133	0	0	0	100%	→	100%	
	PAT Testing	37	37	0	0	0	100%	→	100%	
Other Heating Sources	Solid Fuel	12	10	2	1	1	83%	↓	92%	1 under review of pass back process and 1 due to replacement
	Oil	92	66	26	26	26	71.74%	↓	96%	Full review undertaken, missing certs and restarts being undertaken
	LPG	1	0	0			100%	↑	100%	
	Heat Pumps	204	175	29	29	29	83%	↓	100%	Full review undertaken, missing certs and restarts being undertaken (no regulatory requirement for annual service – carryout for best practice)

	Electric	21	0	0	0	0	0%	↓	100%	Review currently being undertaken as part of tender process
Block Inspections	General	106					100%	→	100%	All blocks have been inspected within the 3 month period
	Gladstone/Broadleaves Commercial Air Conditioning	2	2	0	0	0	100%	→	100%	Currently under review
	Community Rooms	30	31	0	0	0	100%	→	100%	A monthly programme of inspections is in place.
			P1	P2	P3	Total	Average Cost of Repair			
Damp & Mould Cases	Number of Dwellings YTD		12	162	78	252	£57.34			
	Number of Inspections Completed					200				
	Number of Repairs Raised YTD					585				
	Number of Repairs Outstanding					102				
	Number of repairs completed					273				
	Average time all works (Days)					57				
	Completed on Time %					80%				
	No. recurring cases during period		0	0	0	0				

Trend Analysis Key:	↑	Performance has improved since last reporting period	→	Performance remains unchanged since last reporting period	↓	Properties have become non-compliant since last reporting period
RAG Rating Key:		100%		98-99.9%		0-97.99%



Report to: Policy & Performance Improvement Committee Meeting: 1.09.2025

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

Lead Officer: Kevin Shutt, Development Manager - Corporate Property

Report Summary	
Report Title	Annual Report on Property Compliance across the Corporate Estate
Purpose of Report	To update Members of Policy & Performance Improvement Committee on Compliance Management across the Estate, focusing on the Corporate Estate and Tenanted Properties
Recommendations	That the Policy & Performance Improvement Committee note the content of the report and acknowledge the work being done across the Corporate Estate.

1.0 Background

- 1.1 This report provides a high-level overview of the core elements of the compliance related activities undertaken by the Corporate Property Business Unit across the corporate and commercial tenanted estate.

2.0 Update

- 2.1 The corporate compliance budget for the 2025/26 financial year is £291,760.00 p.a. This budget is for the full program of statutory compliance servicing across 22 corporate sites.
- 2.2 Compliance servicing, inspections and testing throughout the Corporate Property Estate include:
- Fire Safety**- Fire alarms, disabled refuge, fire extinguishers, smoke vents, fire hydrants, fire suppression system, fire dampers, sprinkler systems, fire doors. fire risk assessments
 - Gas Safety**- Gas safety inspections, boilers, heaters, cookers.
 - Electrical Safety**- EICR annual routine electrical inspections, PAT testing, emergency lighting and lightning protection systems. Automated door servicing.
 - Legionella**- temperature monitoring, water sampling, calorifier inspections, de-scale showers, flushing, TMV servicing, system disinfection, storage tank cleans.
 - Asbestos**- Asbestos register, management/ R&D Surveys, annual inspection of ACMs.
 - Air Conditioning Systems**- Servicing and F-gas leakage testing.
 - Lifts & Lifting Equipment**- Servicing and repairs.
 - Fall Arrest Systems**- Inspection and testing.

- 2.3 Compliance servicing is carried out as per legislative and regulatory requirements. This is currently managed by a dedicated Corporate Property Compliance manager and a dedicated compliance officer. This new compliance management structure was introduced in March 2025, as part of the corporate property wider restructure. The compliance manager role is a new role, which gives greater assurance and resource to manage the compliance responsibilities and duties.
- 2.4 Monthly meetings between the Business Unit Manager and the Compliance Manager take place, to review general compliance performance ensuring a pro-active service is delivered. In addition to the monthly meetings a quarterly executive summary report is presented to the Councils Risk Management group. **(Appendix 1).**

Service Improvements:

- 2.5 Following the Corporate Property restructure in March 2025, a full review of the compliance processes and procurement, has been carried out. The review has been done to ensure the service is well managed and has adequate resources.
- 2.6 The review has seen all compliance areas processed mapped, to ensure robust systems are in place. See Example of fire safety process. **(Appendix 2).**
- 2.7 The processes reviewed now ensure that all compliance services are managed and delivered in a consistent manner, with better compliance management.
Processes mapped out include:
- Contractor H&S Management.
 - Repairs and Maintenance Work Progression.
 - Contractor Works Order Process.
 - Corporate Property Repairs Process.
 - Fire Safety Compliance inspection, testing and remedial works.
 - Legionella Compliance inspection, testing and remedial works.
 - Asbestos Compliance inspection, testing and remedial works.
 - Electrical Compliance inspection, testing and remedial works.
 - Gas Compliance inspection, testing and remedial works.
 - Mechanical Compliance inspection, testing and remedial works.
 - Bridge Compliance inspection, testing and remedial works.
 - Passenger Lifts and lifting equipment inspection, testing and remedial works.
- 2.8 The corporate property compliance service, has also carried out a full review of all service contracts. The review has resulted in many of the service contracts being re-procured. The former compliance service contracts were procured on a 12 monthly basis.
- 2.9 The main compliance contracts such as legionella, electrical inspections, gas services, mechanical inspections, lifts and fire safety are now being awarded as 3-year contracts with options to extend for a further 2 years. The freeing up of officer time previously spent on procurement and inductions of new suppliers, is now being focused on inspections and surveys.

- 2.10 This change to the procurement will also enable our suppliers to gain a greater knowledge of our assets. This will ensure better performance in relation to building safety and will result in reduced costs.
- 2.11 By procuring the service delivery on a longer time frame, we have attracted new service suppliers to our estate, as the contracts on offer are of greater value. This has also resulted in better rates being obtained for the compliance servicing. The legionella contract alone has achieved a cost saving of £11,996 (18%) PA, with further savings expected as we conclude the procurement of the other service areas.

Tenant Compliance Monitoring Details

- 2.12 As previously reported in last year's report to this committee all Corporate Property commercial leases capture a requirement of the tenant to maintain the property to a standard set by the Estates team. The Council, as landlord, ensures that the property is fully compliant and in a good state of repair before handover.
- 2.13 A review has taken place of the maintenance responsibilities within our leased properties, and a guidance document has been issued to the Estates team for inclusion with all new lease agreements. The document sets out clear responsibilities for both the landlord (NSDC) and the leaseholder in relation to each building component.

Future Work Plan

- 2.14 The fire door surveys program, is nearing completion. (fire door surveys are carried out by an independent fire door consultant) The consultant produces an in-depth report on each door inspected. We have completed the survey on 17 of the 22 buildings that require the inspections. The remaining 5 buildings will have their fire door surveys completed by September 2025.
- 2.15 The fire door surveys have identified a large number of doors which require remedial actions, to ensure on going fire safety compliance. All surveys will be reviewed by the compliance manager. A procurement exercise will need to be carried out to identify a fire door works contractor. The remedial works are forecast to be in excess of £250,000. The full extent of the works and costs can not yet be established until all fire door surveys have been concluded.
- 2.16 Training has been approved for all members of the compliance team including Level 3 Award in Inspection & Testing of Fire Door Installations. This will ensure future, fire door inspections and remedial works can be identified earlier. This will avoid the need for large remedial fire door works programmes, to be carried out.
- 2.17 All members of the corporate property compliance, repairs, maintenance and capital projects team, have completed training in relation to contractor H&S management including CDM regulations refresher and Building safety act regulations courses.
- 2.18 Corporate Property has appointed Gelder Ltd as the main contractor for repairs and maintenance works. This appointment provides assurance on aspects relating to the contractors H&S credentials and shortens timescales for reactive works. This has also enabled better rates to be obtained in relation to priority attendance on small remedial works.

- 2.19 Gelder have been carrying out most of the reactive works since their appointment in January 2025. Contractor performance including first time fixes, jobs completed within target, safety and costs, are reviewed monthly. At the time of writing the report Gelder had completed 335 works requests, of which 2 were past the target date and nil had safety incidents. The 2 past target date are awaiting parts.
- 2.20 The 1st Quarter financial review of reactive works is currently underway early indicators are that the change to one service provider, working under a schedule of rates contract, is producing costs savings against previous years' service delivery.

3.0 Implications

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

Background Papers and Published Documents

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

None



Executive Summary Report of Corporate Property Compliance Service

Date 1/7/25

Presented by Kevin Shutt & Gareth Goddard

Report No 003

The report gives an executive summary of the current position of corporate property compliance across the councils operational and managed buildings which the council has a compliance duty. The full list of sites that are reported on can be found at the end of this report in table 1.

Report for the period from 1/4/25 to 30/6/25.

Gas services

Detail	No	Comments
No of properties without a valid gas certificate.	0	
No of reportable of dangerous occurrences.	0	

Electrical Installations

Detail	No	Comments
No of properties without a valid EICR certificate.	0	
No of reportable of dangerous occurrences.	0	
No of properties with C1s identified and outstanding	0	
No of properties with C2s identified and outstanding	1	Hawtonville Community Centre 22, C2s outstanding. Hawtonville Community Centre is under a full R&M lease; the tenant is responsible for all internal repairs. A quotation for the electrical repairs has been submitted to the estates team on the 6 th of June and is awaiting approval to proceed. The value of the works is £11,569.76 ex VAT.

Note C1s = Require attention immediately as they present a danger to life.

Note C2s = Require recommended as they present a potential to cause harm.



Asbestos Management

Detail	No	Comments
No of properties without a valid asbestos management plan.	0	Asbestos review and inspection of condition carried out every 12 months. Next due September 2025.
No of reportable of dangerous occurrences.	0	Nil and no outstanding related remedial works outstanding.

Water / Legionella Risks

Detail	No	Comments
No of properties that are outside of the required testing and inspection routine periods.	0	
No of properties with any temperature non-conformities, classed as low risk.	3 Risk rating low	<p>2x Blidworth Leisure Centre- Calorifier stored temperature below 60 degrees, 52.70. Return temperature below 50 degrees 49.30. Site made aware, no operational issues reported back, Mitie to re-check the temperature on the 7th of July. (Risk rating low as water is in constant use and marginal fluctuations are deemed as monitor and review action)</p> <p>2x Dukeries Leisure Centre- Cold water temperatures above 20 degrees. Swimming pool accessible WC 21.80 and swimming pool cleaners 22.50. Site are carrying out weekly flushing on the outlets and if the cold temperatures are still high in July, precautionary Legionella samples will be carried out. (Risk rating low as water is in constant use and marginal fluctuations are deemed as monitor and review action)</p> <p>2x Lorry Park Modular Shower Block- Hot water temperature below 50 degrees to WHB in toilet 1, this is fed by the electric boiler, Hot temperature 27 degrees before TMV Mixed temperature also 27 degrees. The electric boiler manufacturer Strom attended site 4th of July to adjust the boiler settings, we are awaiting their works report. (Risk rating low as water is in constant use and marginal fluctuations are deemed as monitor and review action)</p>



No of properties identified at medium risk with outstanding remedial actions from the last test / inspection.	0	
No of properties identified at high risk with outstanding remedial actions from the last test / inspection.	0	

Note High Risk = Require attention immediately as they present a danger to health.

Note Medium Risk = Require attention within the next 3 months.

Fire Management

Detail	No	Comments
No of properties without a valid fire risk assessment.	0	
No of properties without a valid fire action plan.	0	
No of properties that are outside of the required testing and inspection routine periods, for emergency lighting.	1	1 site not serviceable due to ongoing electrical faults onsite which was Newark Castle, this site is currently closed to the public.
No of properties that are outside of the required testing periods, for fire alarms.	0	Gilstrap Toilets- Awaiting fire alarm service report to be issued by Nottinghamshire County Council. (Nottinghamshire County Council provide the fire alarm servicing for this site as they manage the main site, which is linked to the toilet block. Email sent 4/7/25 to request service report. Risk rating very low.
No of properties that are outside of the required inspection routine periods, for fire alarms.	2	Palace Theatre- Awaiting a fire alarm service report from Churches Fire as the new installation has 2 service visits included as part of the warranty period. Email sent 4/7/25 to request service report. Risk rating low.



No of properties that are outside of the required testing and inspection routine periods, for fire doors.	8	13 properties have had a full fire door inspection, and 8 properties are still left to inspect. All remaining fire doors are due to be inspected by the 31/8/25.
No of properties that are outside of the required testing and inspection routine periods, for other fire equipment. (Dampers, Vents, Suppression systems, Hydrants and TR19 Cleans)	1	Newark Beacon- TR19 kitchen extract clean booked for 9/7/25. This was a delayed date due to additional fire damper works been identified on site that have caused a delay to the compliance service program. Risk rating low. (Building has a fire action in place and is a managed site)
No of buildings which have fire remedial actions which are outstanding from previous fire risk assessments.	0	
No of buildings which have fire remedial actions which have been identified from current fire risk assessments. Date of assessments carried out 1 st quarter 2025.	6	6 fire risk assessments carried out in the quarter. Buildings inspected were Sconce Visitor Centre, Brunel Drive Depot, Farrar Close, Ollerton Office, Dukeries Leisure Centre and Church Farm. All buildings assessed had remedial actions identified, action plan in place to resolve all issues, which is currently been progressed. High Risk Items Identified- 37 Sconce Visitor Centre- 3 Brunel Drive Depot- 4 Farrar Close- 12 Dukeries Leisure Centre- 13 Church Farm- 5 Medium Risk Items Identified- 36 Low Risk Items Identified- 6
Other significant fire risks / actions identified		Fire Dampers Dukeries Leisure Centre- Fire damper repairs in progress, remaining works booked in to be completed by the 17/7/25. (Low risk) Newark Beacon- Awaiting confirmation of start with contractor to complete all fire damper repairs. (Low risk) Emergency Lighting Annual 3-Hour Drain Down Test of Emergency Lighting: 23 sites tested; 9 sites passed testing; 14 sites reported defects which were batteries not maintaining the full 3-hour test duration. Works



		<p>orders raised to replace all defective batteries, anticipated completion date 31/7/25. (Low risk)</p> <p>Fire Doors The completed fire door surveys are currently being reviewed with most doors failing the required standards. Anticipated completion date for all fire door surveys is the end of August. A full review of all surveys will be undertaken in September and a remedial action plan developed for SLT to approval. Estimated remedial works in excess of £250,000. (Medium to low risk) All buildings have fire action plan in place and are managed sites with no sleeping accommodation.</p> <p>Void Fire Alarm Detection Sherwood Forest Arts & Craft Centre- Investigate the level of void detection that is installed on site. Survey complete and quote submitted by fire alarm contractor. Quote reviewed and approved. Job passed to works request on 07/07/2025 to progress with contractor. (Low risk)</p>
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Lifts

Detail	No	Comments
No of properties without a valid lift certificate.	0	
No of reportable of dangerous occurrences.	0	

Lifting Appliances

Detail	No	Comments
No of properties without a valid lift certificate.	0	
No of reportable of dangerous occurrences.	0	



Auto Doors and mechanical systems

Detail	No	Comments
No of properties without a valid automated door certificate.	1	Door at NSFC is operational and safe to use, battery backup is approaching end of life and has been flagged for replacement. Repair P.O raised to SDG. Awaiting confirmation of date for contractor to attend site and replace battery.
No of reportable of dangerous occurrences.	0	

Air conditioning and ventilation systems

Detail	No	Comments
No of properties without a valid air conditioning certificate.	0	
No of reportable of dangerous occurrences.	0	

Other updates and information from the compliance Manager

Detail	Comments
<p>A full review of compliance processes and procedures is taking place and will be completed by the end of September.</p> <p>Procurement of new compliance contracts is in progress and will be completed by the end of October.</p>	<p>Full compliance review and procurement of new compliance contracts is in progress.</p>

The above report is an accurate summary record of the building compliance service delivery for the reported period.

Signed By Gareth Goddard

Compliance Manager

Signed By Kevin Shutt

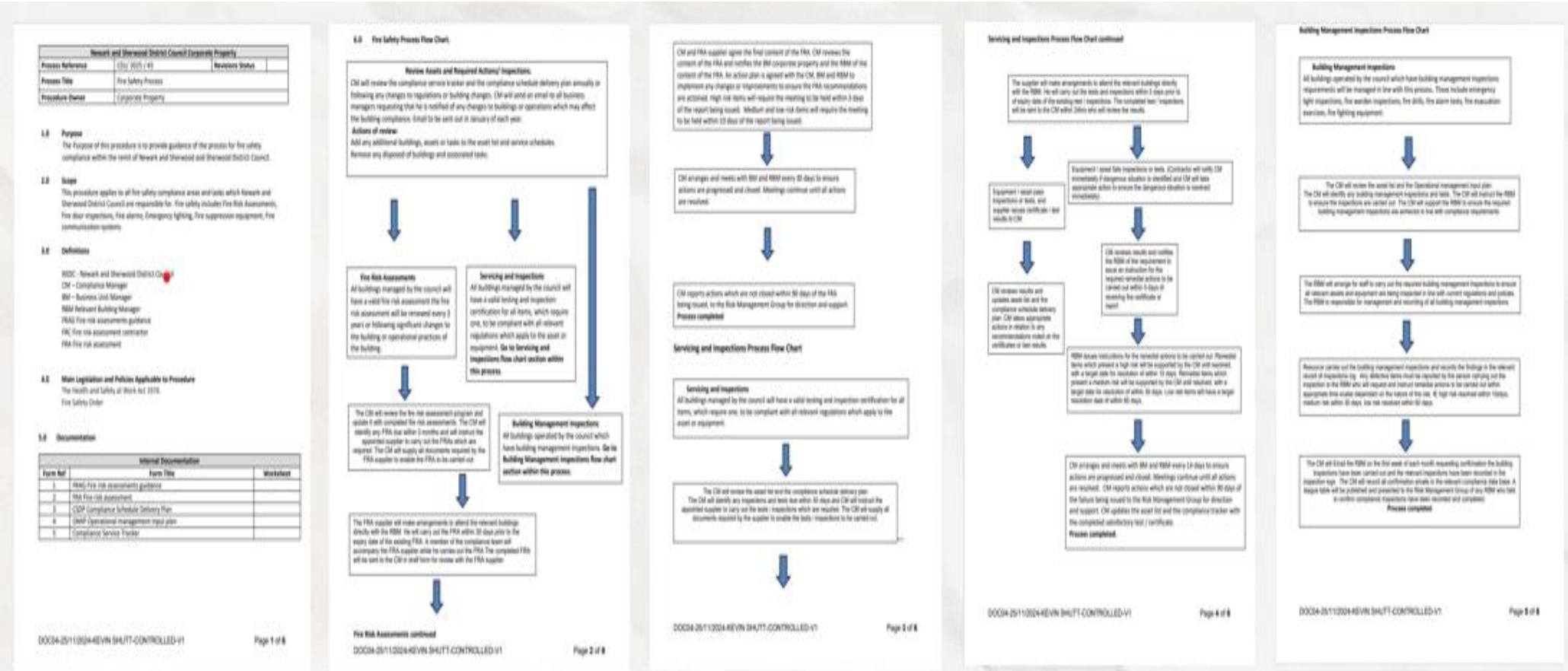
Asset & Development Manager

For further information please contact Gareth Goddard Gareth.Goddard@newark-sherwooddc.gov.uk

Table 1. Commercial Sites Reported on For Compliance

NSDC Commercial Site List	Site Use	Current Risk Rating	Comments
Blidworth Leisure Centre	Leisure	Low	
Bridge Community Centre	Community	Low	
Buttermarket Shopping Centre	Retail	Low	
Castle House	Office	Low	
Church Farm Business Centre	Office	Medium	FRA Actions
Depot Building A-MOT	Industrial	Medium	FRA Actions
Depot Building B- Waste	Industrial	Medium	FRA Actions
Depot Building C- Street Scene	Industrial	Medium	FRA Actions
Depot Building D- Museum Store	Industrial	Medium	FRA Actions
Dukeries Leisure Centre	Leisure	High	FRA Actions
Farrar Close	Office	High	FRA Actions
Gilstrap Centre Public Toilet	Amenities	Low	
Hawtonville Community Centre	Community	Medium	Outstanding C2s
National Civil War Centre	Visitor	Low	
Newark Beacon Innovation Centre	Office	Low	
Newark Castle	Visitor	Low	
Newark Lorry Park	Amenities	Low	
Newark Palace Theatre	Visitor	Low	
Newark Sports And Fitness Centre	Leisure	Low	
Ollerton Housing Office	Office	Low	
Queens Sconce Visitor Centre	Leisure	Medium	FRA Actions
Sherwood Forest Arts & Crafts Centre	Visitor	Low	
Vicar Water Visitor Centre	Leisure	Low	

Appendix 2 Example of Fire Safety Process



Name	Date modified	Type
C01 Fire Safety Compliance Process- Final	24/07/2025 14:20	File folder
C02 Legionella & Water Hygiene Compliance Process...	15/07/2025 14:07	File folder
C03 Asbestos Compliance Process- Final	15/07/2025 14:24	File folder
C04 Electrical Safety Compliance Processes- Final	11/08/2025 17:47	File folder
C05 Gas Safety Compliance Process- Final	15/07/2025 14:44	File folder
C06 Mechanical Services Compliance Processes- Final	24/07/2025 07:43	File folder
C07 Bridges Compliance Processes- Final	15/07/2025 14:55	File folder
C08 Lifting Services Compliance Processes- Final	15/07/2025 15:21	File folder
C09 Asset & Equipment Compliance Inspection- Final	11/08/2025 10:25	File folder
CSDP Compliance Shedule Delivery Plan- Final	15/07/2025 15:23	File folder
Fire Risk Assesments Guidance- Final	15/07/2025 16:04	File folder
OMIP Operational Management Plan- Final	24/07/2025 07:41	File folder



Report to: Policy & Performance Improvement Committee – 1 September 2025

Director Lead: Suzanne Shead, Director – Housing, Health & Wellbeing
Deborah Johnson, Director – Customer Services & Organisational Development

Lead Officer: Jill Baker, Business Manager – Customer Services

Report Summary	
Report Title	Housing Ombudsman Complaint Handling Code Self-Assessment Update.
Purpose of Report	To update Members of the completion of the Housing Ombudsman Complaint Handling Code.
Recommendations	<p>That the Policy & Performance Improvement Committee:</p> <ul style="list-style-type: none">a) endorse the completed Housing Ombudsman Complaint Handling Code Self-Assessment; andb) recommend to the Governance, General Purposes & LGR Committee that they approve the Housing Ombudsman Complaint Handling Code Self-Assessment and that it be published on the Council's website.

1.0 Background

- 1.1 The Housing Ombudsman (HO) Complaint Handling Code ("the code") sets out best practice for landlord's complaint handling procedures, to enable a positive complaints culture across all landlords within the social housing sector. The Code encourages landlord-tenant relationships so that residents can raise a complaint if things go wrong.
- 1.2 The Complaint Handling Code became statutory on 1 April 2024 which means that all members of the Housing Ombudsman Scheme are obliged by law, to follow its requirements. The Housing Ombudsman has a legal duty to ensure landlords complaint procedures and responses are compliant with the Code.
- 1.3 Part of the statutory nature of the Code means landlords are required to submit an annual submission of a self-assessment, detailing their compliance against the Code. This helps to measure performance and ensures landlords are compliant. For 2025, landlords with 1,000 homes or more are required to submit their self-assessment to the HO by 30 September 2025.

1.4 There are nine sections of the Code:

- **Definition** - what is a complaint?
- **Exclusions** – what will not be treated as a complaint
- **Accessibility** – making it easy to make a complaint- meeting the requirements of the Equality Act 2010 and offering reasonable adjustments where appropriate
- **Staff** – landlords should have a designated person or team to respond to complaints
- **Process** – sets out a clear 2 stage complaints process
- **Stages** – sets out the timescales to provide a response at both stages including the use of extensions
- **Putting things right** – considering the impact on the resident and setting out what will be done to put things right
- **Self-assessment** – landlords must complete an annual self-assessment of their compliance against the Code
- **Scrutiny** – appointing a Member Responsible for Complaints to have responsibility and accountability for complaints

2.0 Self-Assessment

- 2.1 In order to comply with the Code, the Council must complete an annual self-assessment to evidence that our policies and practices.
- 2.2 This has been completed and was reviewed by the Tenant Engagement Board on 19 June 2025. The completed self-assessment is attached as **Appendix One**.
- 2.3 The Council is complaint in all but one area. - sections 8.1 and 8.2. This is due to the timings of the Committee meetings. Once the report has received approval from the Governance, General Purposes & LGR Committee and has been published on the Council's website, the self-assessment will be updated and resubmitted. The Housing Ombudsman understands that Council's need to comply with the committee cycles
- 2.4 There is comprehensive staff training and guidance provided on the complaints process and dealing with complaints in general. To support this, a series of training videos are being created.
- 2.5 The involved tenants assist with the completion of the associated equality impact assessments.
- 2.6 The Housing Ombudsman self-assessment to be submitted prior to the deadline of 30 September 2025 and published on our website.

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 (FIN25-26/1727)

- 3.1 There are no financial implications arising from this report. However, it is worth noting that if any maladministration is found by the Ombudsman, a financial remedy or compensation can be imposed, for which there would be no specific budget.

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

Appendix A: Self-assessment form

This self-assessment form should be completed by the complaints officer and it must be reviewed and approved by the landlord's governing body at least annually.

Once approved, landlords must publish the self-assessment as part of the annual complaints performance and service improvement report on their website. The governing body's response to the report must be published alongside this.

Landlords are required to complete the self-assessment in full and support all statements with evidence, with additional commentary as necessary.

We recognise that there may be a small number of circumstances where landlords are unable to meet the requirements, for example, if they do not have a website. In these circumstances, we expect landlords to deliver the intentions of the Code in an alternative way, for example by publishing information in a public area so that it is easily accessible.

Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
1.2	A complaint must be defined as: <i>‘an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents.’</i>	Yes	Defined in the Customer Complaints and Feedback Policy, section 4.1 Customer-Complaints-and-Feedback-Policy.pdf	The definition of a complaint is included in the response letter templates
1.3	A resident does not have to use the word ‘complaint’ for it to be treated as such. Whenever a resident expresses dissatisfaction landlords must give them the choice to make complaint. A complaint that is submitted via a third party or representative must be handled in line with the landlord’s complaints policy.	Yes	Customer Complaints and Feedback Policy, section 4.2, 4.5 and 4.8 Customer-Complaints-and-Feedback-Policy.pdf Training material	All complaint investigators receive training before they are allowed to investigate complaints
1.4	Landlords must recognise the difference between a service request and a complaint. This must be set out in their complaints policy. A service request is a request from a resident to the landlord requiring action to be taken to put something right. Service requests	Yes	Customer Complaints and Feedback Policy, section 4.4 and 4.5 Customer-Complaints-and-Feedback-Policy.pdf	If a complaint is received which is a service request, we contact the customer to explain this and obtain their permission for it to be treated as a service request.

	are not complaints, but must be recorded, monitored and reviewed regularly.			
1.5	A complaint must be raised when the resident expresses dissatisfaction with the response to their service request, even if the handling of the service request remains ongoing. Landlords must not stop their efforts to address the service request if the resident complains.	Yes	Customer Complaints and Feedback Policy, section 4.5 Customer-Complaints-and-Feedback-Policy.pdf Training material	Training materials for all staff, additional training material for complaint handlers with a specific section for housing colleagues
1.6	An expression of dissatisfaction with services made through a survey is not defined as a complaint, though wherever possible, the person completing the survey should be made aware of how they can pursue a complaint if they wish to. Where landlords ask for wider feedback about their services, they also must provide details of how residents can complain.	Yes	Examples of surveys	Our survey templates advise of this. Wording is also included in our Viewpoint and Star tenant satisfaction surveys

Section 2: Exclusions

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
2.1	Landlords must accept a complaint unless there is a valid reason not to do so. If landlords decide not to accept a complaint, they must be able to evidence their reasoning. Each complaint must be considered on its own merits	Yes	Customer Complaints and Feedback Policy, sections 2.2, 4.6 and 4.7 Customer-Complaints-and-Feedback-Policy.pdf	The policy clearly defines when we will not accept a complaint, and that each complaint will be considered on its own merit. Anything that is not accepted as a complaint is either passed into an alternative available route (such as a formal appeal) or logged as a service request
2.2	A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include: <ul style="list-style-type: none"> The issue giving rise to the complaint occurred over twelve months ago. Legal proceedings have started. This is defined as details of the 	Yes	Customer Complaints and Feedback Policy, sections 2.2 and 4.6 Customer-Complaints-and-Feedback-Policy.pdf	The policy clearly defines when we will not accept a complain

	<p>claim, such as the Claim Form and Particulars of Claim, having been filed at court.</p> <ul style="list-style-type: none"> • Matters that have previously been considered under the complaints policy. 			
2.3	<p>Landlords must accept complaints referred to them within 12 months of the issue occurring or the resident becoming aware of the issue, unless they are excluded on other grounds. Landlords must consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.</p>	Yes	<p>Customer Complaints and Feedback Policy, sections 2.2 and 5.1</p> <p>Customer-Complaints-and-Feedback-Policy.pdf</p>	<p>This is defined in the policy, and it states that we will use discretion to consider whether to accept a complaint out of this time limit.</p>
2.4	<p>If a landlord decides not to accept a complaint, an explanation must be provided to the resident setting out the reasons why the matter is not suitable for the complaints process and the right to take that decision to the Ombudsman. If the Ombudsman does not agree that the exclusion has been fairly applied, the Ombudsman may tell the landlord to take on the complaint.</p>	Yes	<p>Customer Complaints and Feedback Policy, sections 2.2 and 5.1</p> <p>Customer-Complaints-and-Feedback-Policy.pdf</p>	
2.5	<p>Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.</p>	Yes	<p>Customer Complaints and Feedback Policy, section 4.6</p> <p>Customer-Complaints-and-Feedback-Policy.pdf</p>	<p>The policy requires all complaints to be dealt on their own individual merit.</p>

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Section 3: Accessibility and Awareness

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
3.1	Landlords must make it easy for residents to complain by providing different channels through which they can make a complaint. Landlords must consider their duties under the Equality Act 2010 and anticipate the needs and reasonable adjustments of residents who may need to access the complaints process.	Yes	<p>Customer Complaints and Feedback Policy, section 5.2, 6.2 and 6.3</p> <p>Customer-Complaints-and-Feedback-Policy.pdf</p> <p>Approved-Reasonable-Adjustment-Policy-June-2024.pdf</p> <p>Training material</p>	<p>The Council will accept a complaint through any channel the customer wishes to use. If a customer wanted to submit a comment via social media, we would respond via social media and ask if they could use an alternative contact channel with support from our staff if required.</p> <p>We will make reasonable adjustments for tenants to submit a complaint and how we respond to them.</p>
3.2	Residents must be able to raise their complaints in any way and with any member of staff. All staff must be aware of the complaints process and be able to pass details of the complaint to the appropriate person within the landlord.	Yes	<p>Customer Complaints and Feedback Policy, section 3.3 and 4.8</p> <p>Customer-Complaints-and-Feedback-Policy.pdf</p>	<p>We accept complaints through all contact channels.</p> <p>It is reiterated in the training material that all colleagues can receive/make a</p>

			Training material	complaint on behalf of the customer, regardless of the nature of the complaint and the service area it relates to e area it relates to
3.3	High volumes of complaints must not be seen as a negative, as they can be indicative of a well-publicised and accessible complaints process. Low complaint volumes are potentially a sign that residents are unable to complain.	Yes	Complaint performance is provided to Policy and Performance Improvement Committee and Tenant Engagement Board	The Council welcomes all feedback, recognise the importance to identify issues in service delivery and welcomes the opportunity to learn from feedback
3.4	Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the two stage process, what will happen at each stage, and the timeframes for responding. The policy must also be published on the landlord's website.	Yes	The policy is published on our website. It is promoted in tenant newsletters and rent statements Customer-Complaints-and-Feedback-Policy.pdf	
3.5	The policy must explain how the landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code.	Yes	Defined in section 12 of the policy Customer-Complaints-and-Feedback-Policy.pdf	
3.6	Landlords must give residents the opportunity to have a representative deal with their complaint on their	Yes	Defined in section 4.8 and 5.2 of the policy	

	behalf, and to be represented or accompanied at any meeting with the landlord.		Customer-Complaints-and-Feedback-Policy.pdf	
3.7	Landlords must provide residents with information on their right to access the Ombudsman service and how the individual can engage with the Ombudsman about their complaint.	Yes	<p>Training materials</p> <p>Published on our website and included in acknowledgment and response template letters</p> <p>The Housing Ombudsman service is promoted in quarterly rent statements and tenant newsletters</p> <p>Defined in section 7 of the policy</p> <p>Customer-Complaints-and-Feedback-Policy.pdf</p>	

Section 4: Complaint Handling Staff

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
4.1	Landlords must have a person or team assigned to take responsibility for complaint handling, including liaison with the Ombudsman and ensuring complaints are reported to the governing body (or equivalent). This Code will refer to that person or team as the 'complaints officer'. This role may be in addition to other duties.	Yes	Business Manager Customer Services is responsible for complaint handling and is the link officer for the Ombudsman. There is a single point of access for all complaints.	<p>All complaints are managed through a CRM system called Meritec. The customer service team leaders log the complaints and allocate them to the senior officer for action</p> <p>Each business has senior officers responsible for investigating and responding to complaints</p> <p>To provide capacity within the housing directorate, a complaints co-ordinator has been recruited recently who supports the investigation and responses to complaints.</p>
4.2	The complaints officer must have access to staff at all levels to facilitate the prompt resolution of complaints. They must also have the authority and autonomy to act to resolve disputes promptly and fairly.	Yes	Part of job roles	

4.3	Landlords are expected to prioritise complaint handling and a culture of learning from complaints. All relevant staff must be suitably trained in the importance of complaint handling. It is important that complaints are seen as a core service and must be resourced to handle complaints effectively	Yes	Complaint investigations staff recognise that the importance of investigating complaints promptly. Training	All complaint investigation officers have received staff training The CRM automatically produces reminders prior to the complaint due date
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Section 5: The Complaint Handling Process

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
5.1	Landlords must have a single policy in place for dealing with complaints covered by this Code. Residents must not be treated differently if they complain.	Yes	Customer-Complaints-and-Feedback-Policy.pdf	The Council has one policy All complaints are dealt with on their individual merit.
5.2	The early and local resolution of issues between landlords and residents is key to effective complaint handling. It is not appropriate to have extra named stages (such as 'stage 0' or 'informal complaint') as this causes unnecessary confusion.	Yes	We aim for early and local resolution as it provides an effective and efficient outcome for the complainant	There are two stages in our Policy. Officers are encouraged to liaise with complaints to support an early resolution
5.3	A process with more than two stages is not acceptable under any circumstances as this will make the	Yes	Two stages in our policy Defined in section 6 of the policy	

	complaint process unduly long and delay access to the Ombudsman.		Customer-Complaints-and-Feedback-Policy.pdf	
5.4	Where a landlord's complaint response is handled by a third party (e.g. a contractor or independent adjudicator) at any stage, it must form part of the two stage complaints process set out in this Code. Residents must not be expected to go through two complaints processes.	Yes	Our complaints are not handled by a third party	
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	Defined in sections 5.3 of the policy Customer-Complaints-and-Feedback-Policy.pdf	
5.6	When a complaint is logged at Stage 1 or escalated to Stage 2, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. The Code will refer to this as "the complaint definition". If any aspect of the complaint is unclear, the resident must be asked for clarification.	Yes	Defined in sections 6.2 and 6.3 of the policy Customer-Complaints-and-Feedback-Policy.pdf Letter templates	Staff investigating a complaint which comes under the jurisdiction of the Housing Ombudsman, contact the complainant at the acknowledgement stage. This provides the investigating officer an opportunity to fully understand the complaint.

				The complaint definition is included in the complaint template letters
5.7	When a complaint is acknowledged at either stage, landlords must be clear which aspects of the complaint they are, and are not, responsible for and clarify any areas where this is not clear.	Yes	Letter template Telephone call with customer	This will be made clear in the acknowledgement response
5.8	At each stage of the complaints process, complaint handlers must: <ul style="list-style-type: none"> a. deal with complaints on their merits, act independently, and have an open mind; b. give the resident a fair chance to set out their position; c. take measures to address any actual or perceived conflict of interest; and d. consider all relevant information and evidence carefully. 	Yes	Included in sections 6.2 and 6.3 of the policy Customer-Complaints-and-Feedback-Policy.pdf Training materials	
5.9	Where a response to a complaint will fall outside the timescales set out in this Code, the landlord must agree with the resident suitable intervals for keeping them informed about their complaint.	Yes	Included in sections 6.2 and 6.3 of the policy Customer-Complaints-and-Feedback-Policy.pdf	

5.10	Landlords must make reasonable adjustments for residents where appropriate under the Equality Act 2010. Landlords must keep a record of any reasonable adjustments agreed, as well as a record of any disabilities a resident has disclosed. Any agreed reasonable adjustments must be kept under active review.	Yes	<p>Reasonable Adjustments Policy.</p> <p>Approved-Reasonable-Adjustment-Policy-June-2024.pdf</p> <p>Agreed adjustments added to housing management system.</p> <p>Discussed and reviewed with tenants as part of Getting to Know You visits</p>	
5.11	Landlords must not refuse to escalate a complaint through all stages of the complaints procedure unless it has valid reasons to do so. Landlords must clearly set out these reasons, and they must comply with the provisions set out in section 2 of this Code.	Yes	We would not refuse for a complaint to be escalated through its complaints procedure unless the complaint had been advised that there is a separate process for reporting it or a statutory right of appeal.	Included in staff training
5.12	A full record must be kept of the complaint, and the outcomes at each stage. This must include the original complaint and the date received, all correspondence with the resident, correspondence with other parties, and any relevant supporting documentation such as reports or surveys.	Yes	Training materials	These are kept within the central CRM system and records kept within the Housing Management System

5.13	Landlords must have processes in place to ensure a complaint can be remedied at any stage of its complaints process. Landlords must ensure appropriate remedies can be provided at any stage of the complaints process without the need for escalation.	Yes	Our Policy allows for complaints to be dealt with and resolved at any time of the process	
5.14	Landlords must have policies and procedures in place for managing unacceptable behaviour from residents and/or their representatives. Landlords must be able to evidence reasons for putting any restrictions in place and must keep restrictions under regular review.	Yes	Managing-Unreasonable-Behaviour-Policy.pdf	Quarterly review of the register
5.15	Any restrictions placed on contact due to unacceptable behaviour must be proportionate and demonstrate regard for the provisions of the Equality Act 2010.	Yes	Managing-Unreasonable-Behaviour-Policy.pdf	

Section 6: Complaints Stages

Stage 1

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.1	Landlords must have processes in place to consider which complaints can be responded to as early as possible, and which require further investigation. Landlords must consider factors such as the complexity of the complaint and whether the resident is vulnerable or at risk. Most stage 1 complaints can be resolved promptly, and an explanation, apology or resolution provided to the resident.	Yes	Training materials	All investigating officers are trained to prioritise and respond to complaints within a timely manner
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaint's procedure <u>within five working days of the complaint being received.</u>	Yes	Included in section 6.2 of the Policy Customer-Complaints-and-Feedback-Policy.pdf	We can demonstrate commitment as per our policy, processes and training but due to volume of complaints received and resource issues this was not achieved during 2024/25 Additional resource is now in place to support the handling of complaints. This has had a positive impact and there has been a

				significant improvement in the number of complaints acknowledged and completed within the prescribed timescales.
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	Included in section 6.2 of the Policy Customer-Complaints-and-Feedback-Policy.pdf	<p>We can demonstrate commitment as per our policy, processes and training but due to volume of complaints received and resource issues this was not achieved during 2024/25</p> <p>Additional resource is now in place to support the handling of complaints. This has had a positive impact and there has been a significant improvement in the number of complaints acknowledged and completed within the prescribed timescales.</p>

6.4	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 10 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	Included in section 6.2 of the Policy Customer-Complaints-and-Feedback-Policy.pdf	
6.5	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.		Included in section 6.2 of the Policy Customer-Complaints-and-Feedback-Policy.pdf	
6.6	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	Included in staff guidance and training	Investigating officers are trained to provide response in a timely manner when the response is known. All outstanding actions from the complaint response letter are logged and monitored against progress/ completion.

				Regular meetings are held with managers to check actions have been completed. Systems are also checked to confirm completion of repairs and checks with our accounts team are made to ensure compensation payments have been made.
6.7	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	Letter templates Training material	
6.8	Where residents raise additional complaints during the investigation, these must be incorporated into the stage 1 response if they are related and the stage 1 response has not been issued. Where the stage 1 response has been issued, the new issues are unrelated to the issues already being investigated or it would unreasonably delay the response, the new issues must be logged as a new complaint.	Yes	Included in section 5.5 of the policy Customer-Complaints-and-Feedback-Policy.pdf Training materials	
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: a. the complaint stage;	Yes	The response templates include these	

	b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.			
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Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.10	If all or part of the complaint is not resolved to the resident's satisfaction at stage 1, it must be progressed to stage 2 of the landlord's procedure. Stage 2 is the landlord's final response.	Yes	Included in sections 6.3 and 7.0 of the policy Customer-Complaints-and-Feedback-Policy.pdf	
6.11	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaints procedure within five working days of the escalation request being received.	Yes	Included in section 6.2 of the policy and staff guidance Customer-Complaints-and-Feedback-Policy.pdf	

6.12	Residents must not be required to explain their reasons for requesting a stage 2 consideration. Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of its stage 2 response.	Yes	Included in section 6.3 of the policy and staff guidance Customer-Complaints-and-Feedback-Policy.pdf	
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	Included in section 6.3 of the policy Customer-Complaints-and-Feedback-Policy.pdf	
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	No	Included in section 6.3 of the policy Customer-Complaints-and-Feedback-Policy.pdf Training materials	We can demonstrate commitment as per our policy, processes and training but due to volume of complaints received and resource issues this was not achieved during 2024/25 Additional resource is now in place to support the handling of complaints. This has had a positive impact and there has been a significant improvement in the number of complaints

				acknowledged and completed within the prescribed timescales.
6.15	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 20 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	Included in section 6.3 of the policy Customer-Complaints-and-Feedback-Policy.pdf	
6.16	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes	Included in section 7.0 of the policy Customer-Complaints-and-Feedback-Policy.pdf	
6.17	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	Policy Included in staff guidance and training	All outstanding actions from the complaint response letter are logged and monitored against progress / completion. Regular meetings are held with managers to check actions have been completed. Systems are also checked to confirm completion of repairs and

				checks with our accounts team are made to ensure compensation payments have been made. If we are unable to determine internally if actions have been completed (sometimes due to a staff member leaving) we have contacted the tenant to check and followed up where necessary. Since May 2025 we have appointed a new Housing Complaints Coordinator and one of the aims of this role is to be able to provide more updates to tenants on the progress of their complaint and / or ongoing actions. .
6.18	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	Included in staff and training	
6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: <ul style="list-style-type: none"> a. the complaint stage. b. the complaint definition. c. the decision on the complaint. 	Yes	Included in complaint response templates	

	d. the reasons for any decisions made. e. the details of any remedy offered to put things right. f. details of any outstanding actions; and g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.			
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	Two stage process and the stage 2 response is the final one	

Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include: <ul style="list-style-type: none"> • Apologising. • Acknowledging where things have gone wrong. • Providing an explanation, assistance or reasons. • Taking action if there has been delay. 	Yes	Response letter templates. Compensation Policy for our tenants Training materials	

	<ul style="list-style-type: none"> Reconsidering or changing a decision. Amending a record or adding a correction or addendum. Providing a financial remedy. Changing policies, procedures or practices. 			
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	<p>Response letter templates.</p> <p>Compensation Policy for our tenants.</p> <p>Covered in training for investigating officers</p>	
7.3	The remedy offer must clearly set out what will happen and by when, in agreement with the resident where appropriate. Any remedy proposed must be followed through to completion.	Yes	<p>This is covered in the response letter templates.</p> <p>We have a Compensation Policy for our tenants.</p> <p>Covered in training for investigating officers</p>	Our remedy offer clearly sets out what will happen. At the point of response however, we do not always have the 'when' but it does inform them that an officer will contact them to arrange a convenient time for an appointment or visit to take place. We always try to agree this with the tenant in advance, but it is not always possible.
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	This is covered in the response letter templates.	

			<p>We have a Compensation Policy for our tenants.</p> <p>Covered in training for investigating officers</p>	
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Section 8: Self-assessment, reporting and compliance

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	<p>Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include:</p> <ol style="list-style-type: none"> the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept: any findings of non-compliance with this Code by the Ombudsman; the service improvements made as a result of the learning from complaints; any annual report about the landlord's performance from the Ombudsman; and 	No	<p>Quarterly Performance reports are reported to our Senior Leadership Team and the relevant committees together with a more in-depth complaints report half yearly.</p> <p>In addition, an annual report is published</p> <p>Our annual self-assessment against the Complaint Handling Code and the Annual Ombudsman review letters are reported to the following:</p> <ul style="list-style-type: none"> Tenant Engagement Board Policy and Performance Improvement Committee - 1 September 2025 Audit and Governance Committee – 24 September 2025 Full Council – 21 October 2025 	<p>The Annual Complaints and Performance report goes through our committee process</p> <p>We are not compliant until this report has been through the committee process and published on our website.</p> <p>The links to the report will be added to this document once they are available and the self-assessment will be resubmitted.</p>

	f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.		Housing Ombudsman Spotlight Reports shared with Tenant Engagement Board	
8.2	The annual complaints performance and service improvement report must be reported to the landlord's governing body (or equivalent) and published on the on the section of its website relating to complaints. The governing body's response to the report must be published alongside this.	No	This will be reported and published annually	<p>The Annual Complaints and Performance report goes through our committee process</p> <p>We are not compliant until this report has been through the committee process and published on our website.</p> <p>The links to the report will be added to this document once they are available and the self-assessment will be resubmitted.</p>
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	This would happen	
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	We would co-operate with this instruction from the Ombudsman	
8.5	If a landlord is unable to comply with the Code due to exceptional circumstances, such as a cyber incident, they must inform the	Yes	This would happen if an incident took place. This would be carried out by the designated Complaints Manager and	A reminder of doing this is in the Customer Services Business Continuity Plan

	Ombudsman, provide information to residents who may be affected, and publish this on their website Landlords must provide a timescale for returning to compliance with the Code.		Housing Regulatory Compliance Manager	
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Section 9: Scrutiny & oversight: continuous learning and improvement

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
9.1	Landlords must look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a result of any learning from the complaint.	Yes	Covered in training and staff guidance	
9.2	A positive complaint handling culture is integral to the effectiveness with which landlords resolve disputes. Landlords must use complaints as a source of intelligence to identify issues and introduce positive changes in service delivery.	Yes	Complaint performance is discussed in housing management meetings, including lessons learnt and any issues. Quarterly performance reports and half yearly reports reviewed at committees	
9.3	Accountability and transparency are also integral to a positive complaint handling culture. Landlords must report back on wider learning and improvements from complaints to stakeholders, such as residents' panels, staff and relevant committees.	Yes	Quarterly performance reports are reported to our Senior Leadership Team and the relevant committees together with a more in-depth complaints report half yearly. Complaints data is discussed at the Housing Directorate Monthly meetings Involved scrutinise complaints twice yearly	

9.4	Landlords must appoint a suitably senior lead person as accountable for their complaint handling. This person must assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision.	Yes	Director of Customer Services & Organisational Development has the overall responsibility for Complaints. Director of Housing, Health and Wellbeing oversees complaints relating to Housing	
9.5	In addition to this a member of the governing body (or equivalent) must be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This person is referred to as the Member Responsible for Complaints ('the MRC').	Yes	The lead member for complaints is the Chair of the Policy and Performance Improvement Committee. The Portfolio Holder for Housing is regularly updated	
9.6	The MRC will be responsible for ensuring the governing body receives regular information on complaints that provides insight on the landlord's complaint handling performance. This person must have access to suitable information and staff to perform this role and report on their findings.	Yes	Quarterly Performance reports are reported to our Senior Leadership Team and these committees together with a more in-depth complaints report half yearly: <ul style="list-style-type: none"> • Policy and Performance Improvement Committee • Audit and Governance • Tenant Engagement Board Housing Ombudsman Spotlight Reports shared with Tenant Engagement Board	The MRC, the chair of Policy and Performance Committee Portfolio Holder for Resources is responsible for complaints and reporting to Cabinet

9.7	<p>As a minimum, the MRC and the governing body (or equivalent) must receive:</p> <ol style="list-style-type: none"> regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance regular reviews of issues and trends arising from complaint handling regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and annual complaints performance and service improvement report. 	Yes	<p>Quarterly Performance reports are reported to our Senior Leadership Team and the relevant committees together with a more in-depth complaints report half yearly.</p> <p>Our annual self-assessment against the Complaint Handling Code and the Annual Ombudsman review letters are reported to the following committees:</p> <ul style="list-style-type: none"> • Policy and Performance Improvement Committee • Audit and Governance • Tenant Engagement Board <p>Results of Ombudsman investigations are reported to the relevant committees</p>	
9.8	<p>Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to:</p> <ol style="list-style-type: none"> have a collaborative and co-operative approach towards resolving complaints, working 	Yes	<p>Customer Complaints and Feedback Policy</p> <p>Training documentation</p> <p>Reports to committees</p>	

	<p>with colleagues across teams and departments</p> <p>b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and</p> <p>c. act within the professional standards for engaging with complaints as set by any relevant professional body.</p>			
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Report to: Policy & Performance Improvement Committee: 1 September 2025
Director Lead: Deborah Johnson, Director - Customer Services & Organisational Development
Lead Officer: Jill Baker, Business Manager - Customer Services

Report Summary	
Report Title	Local Government & Social Care Ombudsman
Purpose of Report	To inform Members of the Local Government and Social Care Ombudsman Annual Review Letter
Recommendations	That the Policy & Performance Improvement Committee note the contents of the report.

1.0 Background Information

- 1.1 Each year the Local Government & Social Care Ombudsman (LGSCO) produces an Annual Review Letter for local authorities detailing the number, type and decisions made relating to each authority. The annual review letter for the period 1 April 2024 – 31 March 2025 relating to this is attached to this report at **Appendix 1**.
- 1.2 The Housing Ombudsman is in the process of producing its Annual Complaints Review.

2.0 LGSCO Annual Review April 2024 – March 2025

- 2.1 The statistics provided with the Annual Review Letter, **Appendix 2**, show that for this period, the LGSCO received 16 complaints relating to services provided by this Council and made decisions on 16 complaints. This compares to 11 received and 9 decided for 2023 – 2024.

The LGSCO received a record number of complaints during 2024 - 2025, exceeding 20,00 for the first time – the result of 16% increase in each of the past two years

- 2.2 Although the figures for ‘received’ and ‘decided’ are the same, actual complaints differ between them: 2 received complaints do not feature in the decided list; and 2 decided complaints do not feature in the received list. This is due to several reasons:
- The complaint may have been received during 2024 - 2025 but a decision will be made in 2025 - 2026 (or even later) and therefore the complaint will show in a later year’s report; similarly, a complaint decided in 2024 – 2025 may have been received in the preceding year.

- The complaint did not relate to a service provided by us e.g. highways.
- The complaint was classed as premature.

2.3 Likewise the received figures the LGSCO provide never align with the figures the Council hold. This is because the LGSCO numbers include enquiries from people who the LGSCO signpost back to the Council. These are captured in the “closed after initial enquiries” figures. There is no way of identifying who these customers are. The table below details the categories of the complaints received and decisions made in each of the Ombudsman categories.

Ombudsman Category	Received by the LGSCO	Decided by the LGSCO
Benefits and Tax	0	0
Planning and Development	6	7
Housing	4	4
Corporate and Other Services	5	4
Environmental, Public Protection and Regulation	1	1
Total	16	16

2.4 The table below shows the outcome of each decision.

Ombudsman Category	Closed after initial enquiries	Advice given	Incomplete or invalid	Referred back for local resolution	Upheld	Total
Benefits & Tax						
Planning & Development	5			2		7
Housing	1	2	1			4
Corporate and Other Services	2			2		4
Environmental, Public Protection and Regulation					1	1
Total	8	2	1	4	1	16

2.5 The upheld complaint was regarding noise nuisance. The Council was found at fault due to a delay in beginning a formal statutory nuisance investigation and providing conflicting information. The remedy was to apologise and to make a symbolic payment to remedy the injustice caused by the faults.

Adjusted for our population, this represents 0.8 upheld decisions per 100,000 residents. The average for similar councils is of 1.1 upheld decisions per 100,00 which means we are performing better than average.

- 2.6 During 2024 - 2025, the LGSCO upheld 83% of all the investigations they carried out, up from 80% in 2023 - 2024.

Complaints relating to Education & Children's Services dominate their casework, accounting for 27% of all complaints and enquiries received and 91% of these were upheld.

Significant for Councils, is the number of complaints the LGSCO received relating to Housing accounted for 17% of all cases they received, a higher proportion to previous years. 85% of these were upheld.

- 2.7 The LGSCO recognise that while issues relating to housing, remain particularly prevalent in London, similar issues are repeated across the county. Issues include people being denied access to housing resisters, being given the wrong priority and not being treated fairly when homeless or faced with homeless.
- 2.8 Although the LGSCO dealt with four housing relating complaints relating to us, none were taken any further.
- 2.9 The LGSCO has published anonymised details of the eight complaints relating to our Council which it reviewed and closed after making initial enquiries.

Ombudsman reference number and link	Ombudsman category	Summary of complaint	Decision Reason
https://www.lgo.org.uk/decisions/planning/planning-applications/24-014-287	Planning	The Council's planning committee did not consider the proposal objectively and pre-determined the outcome of the application.	We will not investigate this complaint because we are unlikely to find fault.
https://www.lgo.org.uk/decisions/housing/private-housing/24-013-538	Housing	The Council failed to accept liability for damage caused by its contractor; the Council's insurer denied the claim; claimant wants Council to claim from contractor or make payment directly itself.	We will not investigate because it is reasonable for the complainant to challenge the decision on liability in the County Court.

https://www.lgo.org.uk/decisions/planning/planning-applications/24-012-493	Planning	The Council granted retrospective permission for a school car park extension without obtaining a drainage strategy and addressing other related issues; complainant wants the Council to ensure it will follow correct procedures in the future and ensure the school maintains its drains.	We will not investigate because the complaint does not meet the tests in our Assessment Code; there is not enough evidence of fault and we cannot achieve the outcome the complainant is seeking.
https://www.lgo.org.uk/decisions/other-categories/councillor-conduct-and-standards/23-021-481	Councillor conduct and standards	A Parish Councillor behaved unprofessionally, the Council investigation was delayed and did not fully address the complainant's concerns; they wanted the Council to re investigate and retract part of the investigation findings.	We cannot investigate the actions of a Parish Councillor nor will we investigate how the Council considered the complaint; there is no worthwhile outcome we can achieve.
https://www.lgo.org.uk/decisions/planning/enforcement/24-008-948	Planning	Conduct of a Council officer involved in enforcement action against the complainants and a request to remove officer from the case.	We will not investigate because the complaint falls outside our jurisdiction due to the passage of time, we cannot look at matters already considered by the courts and there is a potential remedy through the courts.

https://www.lgo.org.uk/decisions/planning/planning-applications/24-007-205	Planning	The Council granted permission for a neighbour's development which overlooks his property/impacts his privacy; he did not receive consultation letters so was unable to comment on the application.	We will not investigate because there is not enough evidence of fault affecting the outcome.
https://www.lgo.org.uk/decisions/other-categories/leisure-and-culture/24-007-875	Leisure and culture	Inadequate toilet provision and signage at a Council run building; also how staff dealt with her when she reported her concerns and made a complaint.	We will not investigate because further investigation would not lead to a different outcome.
https://www.lgo.org.uk/decisions/planning/planning-applications/24-007-898	Planning	The Council told him to apply for planning permission but then declined to determine his application and failed to respond to his agent's correspondence.	We will not investigate because there is not enough evidence of fault by the Council to warrant investigation.

3.0 Further Learning and Developments

- 3.1 All Ombudsman complaints received by the Council are reviewed to see if any changes in processes and policies are required.
- 3.2 Regarding the case where the Council was found to be at fault, a revised process has been implemented, resulting in all noise complaints starting as a statutory nuisance investigation, together with the Licensing Enforcement Officer assisting in any informal resolution running alongside the noise investigation.
- 3.3 The LGSCO have issued their Complaint Handling Code as "advice and guidance" and intend to start considering the Code as part of their process from April 2026. Councils are encouraged to adopt the Code as soon as they can do so.
- 3.4 The LGSCO Complaint Handling Code mirrors the Housing Ombudsman Complaint Handling Code, which the Council complies with.
- 3.5 The LGSCO has published a series of good practice guides and free training resources. These will be utilised training provided to our employees.

- 3.6 The Council welcomes complaints and to support this, is creating a series of training videos to support its employees.
- 3.6 We do have a strong emphasis on complaint handling and are constantly reviewing the handling of complaints and our practices

4.0 Implications

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

Financial Implications FIN25-26/8294

- 4.1 There are no financial implications arising from this report. However, it is worth noting that if any maladministration is found by the Ombudsman, a financial remedy or compensation can be imposed, for which there would be no specific budget.

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

21 May 2025

By email

Mr Robinson
Chief Executive
Newark & Sherwood District Council

Dear Mr Robinson

Annual Review letter 2024-25

I write to you with your annual summary of complaint statistics from the Local Government and Social Care Ombudsman for the year ending 31 March 2025. The information offers valuable insight about your organisation's approach to complaints, and I know you will consider it as part of your corporate governance processes. We have listened to your feedback, and I am pleased to be able to share your annual statistics earlier in the year to better fit with local reporting cycles. I hope this proves helpful to you.

[Your annual statistics are available here.](#)

In addition, you can find the detail of the decisions we have made about your Council, read the public reports we have issued, and view the service improvements your Council has agreed to make as a result of our investigations, as well as previous annual review letters.

In a change to our approach, we will write to organisations in July where there is exceptional practice or where we have concerns about an organisation's complaint handling. Not all organisations will get a letter. If you do receive a letter it will be sent in advance of its publication on our website on 16 July 2025, alongside our annual Review of Local Government Complaints.

Supporting complaint and service improvement

In February we published [good practice guides](#) to support councils to adopt our [Complaint Handling Code](#). The guides were developed in consultation with councils that have been piloting the Code and are based on the real-life, front-line experience of people handling complaints day-to-day, including their experience of reporting to senior leaders and elected members. The guides were issued alongside free [training resources](#) organisations can use to make sure front-line staff understand what to do when someone raises a complaint. We will be applying the Code in our casework from April 2026 and we know a large number of councils have already adopted it into their local policies with positive results.

This year we relaunched our popular [complaint handling training](#) programme. The training is now more interactive than ever, providing delegates with an opportunity to consider a complaint from receipt to resolution. Early feedback has been extremely positive with delegates reporting an increase in confidence in handling complaints after completing the training. To find out more contact training@lgo.org.uk.

Yours sincerely,



Amerdeep Somal
Local Government and Social Care Ombudsman
Chair, Commission for Local Administration in England

Reference	Authority	Category	Subcategory	Received
23021481	Newark & Sherwood DC	Corporate & Other Services	Standards committees	23/10/24
24000947	Newark & Sherwood DC	Housing	NULL	25/04/24
24002374	Newark & Sherwood DC	Planning & Development	Other planning application	23/05/24
24007205	Newark & Sherwood DC	Planning & Development	Householder planning application	08/08/24
24007875	Newark & Sherwood DC	Corporate & Other Services	Leisure and culture	05/08/24
24007898	Newark & Sherwood DC	Planning & Development	Householder planning application	17/08/24
24008177	Newark & Sherwood DC	Housing	Managing council tenancies	23/08/24
24008948	Newark & Sherwood DC	Planning & Development	Enforcement - other	29/08/24
24012493	Newark & Sherwood DC	Planning & Development	Other planning application	17/10/24
24013431	Newark & Sherwood DC	Environmental Services & Public Protection & Regulation	Noise	30/10/24
24013538	Newark & Sherwood DC	Housing	Private landlord/tenant issues	31/10/24
24014287	Newark & Sherwood DC	Planning & Development	Other planning application	12/11/24
24015143	Newark & Sherwood DC	Corporate & Other Services	Standards committees	26/11/24
24022116	Newark & Sherwood DC	Corporate & Other Services	Standards committees	26/03/25
24022444	Newark & Sherwood DC	Housing	Managing council tenancies	21/03/25
24023060	Newark & Sherwood DC	Corporate & Other Services	Standards committees	31/03/25

Ref.	Authority	Category	Subcategory	Decided	Decision	Decision Reason	Remedy
23018395	Newark & Sherwood DC	Environmental Services & Public Protection & Regulation	Noise	23/09/24	Upheld	fault & inj	Apology,Financial redress: Avoidable distress/time and trouble
23019643	Newark & Sherwood DC	Planning & Development	Enforcement-householder	17/06/24	Referred back for local resolution	Premature, open new case if resubmitted	
23021481	Newark & Sherwood DC	Corporate & Other Services	Standards committees	26/11/24	Closed after initial enquiries	No worthwhile outcome achievable by investigation	
24000947	Newark & Sherwood DC	Housing	NULL	25/04/24	Incomplete/Invalid	Insufficient information to proceed and PA advised	
24002374	Newark & Sherwood DC	Planning & Development	Other planning application	23/05/24	Referred back for local resolution	Premature Decision - advice given	
24007205	Newark & Sherwood DC	Planning & Development	Householder planning application	25/09/24	Closed after initial enquiries	Not warranted by alleged fault	
24007875	Newark & Sherwood DC	Corporate & Other Services	Leisure and culture	23/09/24	Closed after initial enquiries	No worthwhile outcome achievable by investigation	
24007898	Newark & Sherwood DC	Planning & Development	Householder planning application	23/09/24	Closed after initial enquiries	Not warranted by alleged fault	
24008177	Newark & Sherwood DC	Housing	Managing council tenancies	23/08/24	Advice given	Signpost - go to complaint handling	
24008948	Newark & Sherwood DC	Planning & Development	Enforcement - other	07/11/24	Closed after initial enquiries	Sch 5.1 court proceedings	
24012493	Newark & Sherwood DC	Planning & Development	Other planning application	13/12/24	Closed after initial enquiries	Not warranted by alleged fault	
24013538	Newark & Sherwood DC	Housing	Private landlord/tenant issues	06/01/25	Closed after initial enquiries	26(6)(c) Court remedy	
24014287	Newark & Sherwood DC	Planning & Development	Other planning application	22/01/25	Closed after initial enquiries	Not warranted by alleged fault	
24015143	Newark & Sherwood DC	Corporate & Other Services	Standards committees	26/11/24	Referred back for local resolution	Premature Decision - advice given	
24022116	Newark & Sherwood DC	Corporate & Other Services	Standards committees	26/03/25	Referred back for local resolution	Premature Decision - advice given	
24022444	Newark & Sherwood DC	Housing	Managing council tenancies	21/03/25	Advice given	Signpost - go to complaint handling	

Ref.	Authority	Category	Subcategory	Decided	Remedy	Remedy Target Date	Remedy Achieved Date	Satisfaction with Compliance
23018395	Newark & Sherwood DC	Environmental Services & Public Protection & Regulation	Noise	22/09/24	Apology Financial redress: Avoidable distress/time and trouble	23/10/24	17/10/24	Remedy complete and satisfied

Explanatory notes	
A new column has been added to the received, decided and compliance outcome sheets, detailing the primary subcategory recorded on the case (the main subject of the complaint).	
Cases received	
Cases with a recorded received date between 1 April 2024 and 31 March 2025. Status as of 3 April 2025.	
Cases decided	
Cases with a recorded decision date between 1 April 2024 and 31 March 2025. Status as of 3 April 2025.	
Please note that some cases may have been reopened since that date, with either a decision outcome pending or a new decision outcome recorded.	
Service improvement recommendations are no longer included in this workbook. Councils can view them on the online map here: https://www.lgo.org.uk/your-councils-performance	
We report our decisions by the following outcomes:	
Invalid or incomplete: We were not given enough information to consider the issue.	These decision outcomes are included in the number of cases reported as not for us / not ready for us in the complaints overview section on the online map.
Advice given: We provided early advice or explained where to go for the right help.	
Referred back for local resolution: We found the complaint was brought to us too early because the organisation involved was not given the chance to consider it first.	
Closed after initial enquiries: We assessed the complaint but decided against completing an investigation. This might be because the law says we're not allowed to investigate it, or because it would not be an effective use of public funds if we did.	This decision outcome is included in the number of cases reported as assessed and closed in the complaints overview section on the online map.
Upheld: We completed an investigation and found evidence of fault, or the organisation provided a suitable remedy early on.	These decision outcomes are included in the number of cases reported as investigated in the complaints overview section on the online map.
Not upheld: We completed an investigation but did not find evidence of fault.	
The following decision reasons are satisfactory remedy decisions , i.e. upheld cases where we were satisfied the authority had already provided a suitable remedy to resolve the complaint:	These decision reasons are included in the number of cases reported as satisfactory remedies provided by the council on the online map.
<i>Upheld - Injustice remedied during organisations complaint processes</i>	
<i>Upheld - fault & inj - no further action organisation already remedied</i>	
Compliance outcomes	
Cases with a recorded remedy achieved date between 1 April 2024 and 31 March 2025. Status as of 23 April 2025. The relevant date is the date of compliance with the recommendations (for example, the date on an apology letter) rather than the date the evidence is provided to us. If we were notified after 23 April 2025 of a remedy achieved before 31 March 2025, this will not be included here.	
Some cases may be marked as 'Remedy completed late' even when the remedy achieved date is before the remedy target date. This happens because the target date covers all remedies (service improvements and personal remedies). As service improvements often have a longer timescale for completion, we will mark a case as 'completed late' where this longer timescale is met, but the personal remedy was provided late.	



Report to: Policy & Performance Improvement Committee: 1 September 2025

Director Lead: Matt Finch, Director - Communities & Environment

Lead Officer: Ryan Oliff – Waste & Recycling Manager

Report Summary	
Report Title	Changes to National Recycling Policies Update
Purpose of Report	That the Policy & Performance Improvement Committee note: -The NSDC progress against the new legislative requirements; and to inform Members of the impact that the changing legislation will have on the Authority
Recommendations	That the Policy & Performance Improvement Committee note: a) the current status of the project; and b) that Officers are to provide further updates where required.

1.0 Background

- 1.1 In 2018, the former Government laid its plans to revolutionise the way local authorities collected and managed recyclable waste through the National Resources & Waste Strategy. This has since been reviewed and is now being progressed under the title of 'Simpler Recycling'. One of the key parts of this strategy is the move to create consistent waste and recycling collections for households and businesses across the UK and to mandate local authorities to collect food waste on a weekly schedule.
- 1.2 For Newark & Sherwood, this will mean that items such as foil, food and beverage cartons and plastic tubs, pots and trays will also be acceptable in the silver bin mixed with the existing range of materials such plastic bottles, food and drink cans, aerosols and paper and card.
- 1.3 Simpler Recycling will end the 'postcode lottery' of bin collection and residents will be able to recycle the same materials at home, work or school all across the country.
- 1.4 The default requirement for bins includes those for residual waste, food waste, paper and card and all other recycling (plastic, metal and glass). However, the Government does allow some flexibility for co-collecting paper and card providing an assessment is carried out to explain why a separate collection cannot take place.

- 1.5 From Newark & Sherwood's perspective, this is due to the existing long term disposal contract that is in place with Veolia. However, when this expires in 2033, there would be an expectation to reassess whether co-collecting paper and card remains 'not economically practicable'.
- 1.6 Simpler recycling does not include the requirement to provide a garden waste service however it is still the intention of Newark & Sherwood District Council to continue collecting this separately as there is a significant carbon benefit to composting this waste and it generates significant revenue to the Council (estimated to be over £800,000 this year).
- 1.7 Simpler recycling is also about supporting the move towards a zero waste, circular economy and help meet the national recycling target of 65% by 2035 which is a significant rise from 44.6% in 2023.
- 1.8 It will also deliver emissions savings and reduce the carbon impact of managing the waste we produce by creating UK markets for recycled materials.

Timelines

- 1.9 The simpler recycling policy is being introduced in Nottinghamshire in phases over a period of two and a half years.
- 1.10 For contractual reasons and the time required to establish the necessary disposal infrastructure, a transitional arrangement was agreed with DEFRA meaning that food waste collections will start 18 months later than the default start date that had been set by government.
- 1.11 In summary, the dates for implementation for Newark & Sherwood District Council are as follows:

1 April 2025

- Businesses with 10 or more employees and schools are required to arrange the collection of food waste and recycling.

1 April 2026

- Local authorities will be required to collect the core recyclable waste streams. For Newark and Sherwood, this is an expanded range of materials than what is currently accepted

1 April 2027

- Businesses with fewer than 10 employees be required to arrange the collection of food waste and recycling.
- Plastic film collections from the kerbside will need to be introduced. This is 'soft plastics' such as crisp packets, bread bags and bubble wrap.

1 October 2027

- Local authorities will be required to introduce a weekly food waste collection from all households and schools

2.0 Commercial Waste

- 2.1 Leading up to the required changes for businesses from April 2025, we engaged with all of our existing customer base via email to make them aware of the changes in legislation and notified them of the requirements to make collection arrangements for food waste and recycling. This included the extended range of materials for those that already had a recycling collection.
- 2.2 Following discussions with Nottinghamshire County Council and Veolia on disposal options for commercial recycling, a decision was made to amend the offering to businesses to make the transition to simpler recycling more affordable to them.
- 2.3 As the material recycling facility operated by Veolia in Forest Town, Mansfield would not be upgraded to process the new range of materials until April 2026, interim arrangements were put forward to waste collection authorities to take commercial recycling to either Colwick or Alfreton. It was also confirmed that the gate fee would be trebling for the start of the arrangement.
- 2.4 In order to help businesses and avoid passing these costs on to our customers, we offered the opportunity to separate the extended range of materials (cardboard food/beverage cartons, plastic pots and trays, foil and metal tubes) so that the higher gate fee was only levied against a smaller proportion of the recyclable waste. This material is collected by the same team that collect commercial food waste (food waste is collected separately on different days). The rest of the recycling would continue to be collected as normal using existing local disposal routes.
- 2.5 Once the work at recycling facility in Forest Town has been completed and can accept all recycling materials mixed together, we will not need to collect recycling in separate containers or take it to a separate disposal point.
- 2.6 There were two food waste disposal points made available to us by Nottinghamshire County Council for commercial collections so we are disposing of the food waste at the Anaerobic Digester sites in Colwick (20 miles) rather than Derby (40 miles).
- 2.7 A Portfolio Holder report was approved in March 2025 for the increase in establishment by 1 driver to collect commercial food waste and the simpler recycling materials plus a new 11 tonne vehicle at a cost of £135,000 which was funded by the Capital reserve.
- 2.8 The vehicle was wrapped in a Newark and Sherwood District Council decals prior to collections starting on 10th April 2025. Although our customer base is relatively small, (57 customers for simpler recycling and 61 customers for food), it has been gradually growing and the soft launch of these services has been beneficial for us.
- 2.9 If we were not able to offer these services to enable our larger customers in the district to be compliant, it would have likely resulted in a number of them obtaining waste services elsewhere.
- 2.10 The new services are becoming established with only some isolated incidents of contamination being reported as an issue.

- 2.11 Schools and other educational premises are required to collect the full range of materials in line with businesses although they are not required to separate food waste until domestic properties start in October 2027

3.0 Domestic Waste Services

Mixed Recycling

- 3.1 There has been very little change in terms of the accepted recycling materials in the silver bin ever since the partnership with Veolia started in 2006.
- 3.2 Therefore the new extended range of accepted items from April 2026 will be a very welcome improvement. Food and beverage cartons, plastic tubs, pots and trays and clean aluminium foil will all be accepted alongside the current mix that we already accept. These materials are currently considered contamination and accounts for around 20-25% of the contamination found in our silver bins.
- 3.3 There is a working group which is led by colleagues from the communications teams of Council's across Nottinghamshire who are looking at the best way to inform residents of the changes of what can be recycled at home. This communications programme will launch in the new year.
- 3.4 We will be fully utilising digital platforms and social media to get the messages out, but we may also consider methods such as bin stickers, leaflets or replacing the vinyl wraps on the waste fleet nearer the time with details of the changes.
- 3.5 With the local government reorganisation (LGR) on the horizon, consistent messages across the councils will be very much a priority when considering the information that will be shared.

Glass

- 3.6 Glass will continue to be collected separately from the kerbside every 8 weeks and we have recently had approval to make the glass transfer station (located in Newark lorry park) a permanent fixture and have some of the restrictions amended to suit the operational need. Noise complaints and issues resulting from the operation of transfer station for the last 18 months have been zero and have had 2 successful audits from the Environment Agency in this time.

Food Waste

- 3.7 In preparation for collections in October 2027, a cabinet report was approved in June 2025 for the purchase of 8 new vehicles at a cost of £1.04m. The order for these vehicles has been placed and we should expect to take delivery in April 2027.
- 3.8 The cost of these vehicles has been funded through government support to facilitate the introduction of food waste collections.

- 3.9 A lot of work has been carried out to ensure that Brunel Drive Depot is capable of accommodating the expanded fleet and a report setting out those changes and required budget was approved by Cabinet last year.
- 3.10 Issues relating to the lease have been addressed, permission to demolish the building has been granted and the rental payments to the landlord needed to be adjusted which means that in the coming weeks, the office block at Farrar Close can be demolished to create the additional vehicle parking required. There will also be work to improve lighting, access and security for the site.
- 3.11 The waste managers from across Nottinghamshire (including Nottingham City) are part of a food waste working group and are considering the various elements associated with introducing the new weekly service in October 2027.
- 3.12 LGR is a constant consideration and the intention is for details such as collection caddy colours, logos and communication messages to be consistent.
- 3.13 The cabinet report highlighted that the disposal point for domestic food waste will be the same location as the commercial food waste in Colwick.
- 3.14 We are aware that participation in food waste schemes is much lower compared to dry recycling due to a number of factors including concerns of odours/flies, lack of information or perceptions that they don't produce enough food waste. 43% of councils in England already collect food waste and data suggests that participation in an average performing scheme is between 35%-55%.
- 3.15 It is anticipated that each participating household will produce around 3kg of food waste per week. If 40% of the District take part, we could expect around 60 tonnes of food waste per week (over 3000 tonnes per year) to be diverted from refuse bins and used to generate electricity and produce compost.
- 3.16 It is the intention to operate a small trial of domestic food waste collections during 2026. This trial will help identify and resolve any teething problems that may arise before the district wide scheme is launched.

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 FIN24-25/2080

- 4.1 The food waste vehicle required for the commercial waste service was purchased for £124,198 with funds from the Capital Reserve from 24/25. And the budget for 25/26 increased to reflect the new driver role that was created.
- 4.2 The initial running costs of the new vehicle should be minimal in its infancy and will be absorbed by existing budgets.

- 4.3 The capital costs for the domestic food waste service which was approved at cabinet on 10 June are detailed below.

		2026.27
NSDC		YEAR 0
CAPITAL	DETAIL	£
Vehicles		
	8 (inc 1 spare) x Food Waste Vehicles @ up to £130k per vehicle	1,040,000
Containers		
	x 55,000 COMBINED 23L @ £3.30 + 7L Bins @ £1.15	244,750
Communication		
	Communication Wrap x 8 Vehicles	20,000
TOTAL CAPITAL COSTS		1,304,750

- 4.4 The total Capital cost for 2026/27 is projected to be £1,304,750, down from £1,392,500 reported in May 2023. This decrease is due to the reduction in the number of vehicles from 10 to 8, although the cost per vehicle has risen from £90,000 to up to £130,000.
- 4.5 The cost of the 23L and 7L bins is now expected to be £244,750, a decrease from the £467,500 reported in May 2023.
- 4.6 Additionally, the cost of communication wraps on vehicles has been revised down from £25,000 (10 vehicles at £2,500 each) to £20,000 (8 vehicles at £2,500 each).
- 4.7 The Council received £1,093,049 from the Department for Environment Food and Rural Affairs (DEFRA) in 2024/25 to facilitate the introduction of food waste collections. This means, the Council needs to finance the remaining cost of £211,701.
- 4.8 The Council also received notification that £1,427,000 would be receivable from Government as part of their new 'Extended Producer Responsibility' (EPR) initiative. This is a revenue grant, and it is proposed that £211,701 is used to finance the Capital funding gap above as a revenue contribution to Capital (RCCO). The remaining £1,215,299 be proposed to be transferred to the Councils' reserve to assist with future funding of the operations, for either Revenue and/or Capital from October 2027 and building a provision for the cost of replacing the vehicles at the end of their useful life.

Revenue

- 4.9 The table below illustrates estimated annual revenue cost for running the food waste service and shows the change since the last Cabinet report in May 2023. For the purposes of this report, Year 1 shows a full 12 months cost; however, as the operations commence Oct 2027, only 6 months will be budgeted for in the first year of operation.

	NSDC	May-23	Jun-25
REVENUE	DETAIL	£	£
One Off:			
Containers			
	Food Waste Liners - 1 FREE roll per Household (half year only)	143,000	-
Communication			
	Communication	59,750	99,000
On going:			
Vehicles			
	MRP & Interest for ALL Capital associated	265,351	-
	Vehicle Running Costs	203,500	181,250
Staffing			
	Drivers & Loaders	716,747	704,900
	Fitter/Mechanic	42,010	54,340
Containers			
	Replacements Bins	21,709	12,240
Contingency			
	System updates for rounds, R&R for Vehicles, Clothing & uniforms PPE and other unforeseen	-	25,000
TOTAL REVENUE COSTS		1,452,067	1,076,730

- 4.10 Annual revenue costs have decreased to an estimated £1,076,730 from the £1,452,067 that was reported in May 2023 with the cost of MRP being removed as there is now no need to borrow to purchase the vehicles, saving £265,351 per year.
- 4.11 The Bin Liners have been removed saving £143,000 (was just a one-off cost in year 1). Communication one off cost in year 1 has increased to £99,000 from the £59,750 reported in May 2023. Revised leaflet cost x household numbers assumed at 55,000.
- 4.12 Vehicle Running Costs have been revised based on a similar vehicle size to £25k per vehicle from £22k per vehicle, and 2 less vehicles; x 7.25 vehicles. £181,250 from the £203,500 that was reported May 2023.
- 4.13 Staffing costs have decreased. It was assumed that we would use a 7.5 tonne vehicle where LGV Licence was not required and therefore not needing to hire drivers on NS7, however this has now changed, and the size of the vehicle would be 11 tonnes. We have revised the 24 operatives to 9 Drivers and 9 Operatives (18 in total). Costs are now £704,900 from the £716,747 that was reported in May 2023. In addition to the operatives there is a mechanic that we have revised the salary figures on using 2027/28 plus the £5k Market Supplement currently in place from other mechanics. Now £54,340 from the £42,010 reported May 2023.
- 4.14 Replacement Bins has been revised down to £12,240 from £21,709 using the revised figures for the 23l + 7l bins.
- 4.15 A contingency budget to cover R&R, Software round updates, PPE, and any other unforeseen costs has been included, following lessons learnt from the Glass Recycling scheme of £25,000 per annum.
- 4.16 Inflation has been revised to 2% from 5% each year. Salaries remain with 3% inflation. It is debateable whether the inflation should just be 2% on vehicles, given transport inflation falls outside of the scope of general inflation, but this can be refined during budget setting.

- 4.17 2027/28 financial year has been calculated using a full 12 months; this may be revised down depending on start dates of new employees. The table below illustrates the Revenue impact on the MTFP for the future residential food waste collections (albeit year one shows a full year cost, this will be revised closer to the time when more accurate costings will be available):

		2027.28	2028.29	2029.30	2030.31	2031.32
	NSDC	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
REVENUE	DETAIL	£	£	£	£	£
One Off:						
Communication						
	Communication (assumption - leaflets)	99,000	-	-	-	-
On going:						
Vehicles						
	Running Costs per Annum on 7.25 Vehicles @£25k per vehicle	181,250	184,880	188,580	192,350	196,200
Staffing						
	Drivers x 9 & Loaders x 9 @NS5/NS7	704,900	726,050	747,830	770,260	793,370
	Fitter/Mechanic x1 @NS9 £42,010	54,340	55,970	57,650	59,380	61,160
Containers						
	Replacements x 2,750 (5%) COMBINED 23l @£3.30 + 7l Bins @ £1.15	12,240	12,480	12,730	12,980	13,240
Contingency						
	System updates for rounds, R&R for Vehicles, Clothing & uniforms PPE and other unforeseen costs. This can be revised when in practice.	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00
TOTAL REVENUE COSTS		1,076,730	1,004,380	1,031,790	1,059,970	1,088,970

Funding

	Capital	Revenue
Grant received by 31 March 2025		
DEFRA	1,093,049	260,040
Grant Due:		
DEFRA		97,323
Extended Producer Responsibility*		1,215,299
Extended Producer Responsibility	211,701	
Total Grant	1,304,750	1,572,662

*£1,427,000 total grant expected, less £211,701 committed to Capital as per paragraph 4.8

- 4.18 From 2027/28 the EPR grant is expected to meet the cost of the operations; EPR is expected to be an annual grant however, it is not currently known how much grant will be allocated each year. Of the total £2,877,412 funding received, £1,304,750 will be used for Capital and the remaining £1,572,662 will be in a reserve and drip fed into revenue as required should the EPR grant not cover the total cost of running the service.

- 4.19 In 2024/25 The Council received £260,040 New Burdens funding from DEFRA for the delivery of containers and project management and has been made aware that a further £97,323 is due to be received in 2025/26 for the Procurement and Communications of the new operations. These funds are and will be transferred to the Residential Food Waste Reserve until they are required.
- 4.20 The rental at paragraph 3.10 will result in a large payment for backdated rent, expected to be £94,500. Provision has been made to cover that payment in 2024/25's accounts and the budget will be increased accordingly during the 2026/27 budget setting process.

5.0 Summary

- 5.1 Newark & Sherwood District Council are very well placed to continue to adapt to the new requirements of the Simpler Recycling legislation.
- 5.2 In April 2025 the new vehicle was operating and offering businesses in the district the opportunity to manage their waste and be legally compliant through our services by collecting food waste and recycling on dedicated days.
- 5.3 We have maintained our customer base by remaining competitive and the number accessing the new services are continuing to grow.
- 5.4 Work is already underway to develop a robust, consistent and clear communications campaign to notify residents of changes to their recycling collections in April 2026. We already have the lowest contamination rate in the County but with more items being classed as 'target materials' rather than contamination then this figure will certainly fall lower than 13.6% in 2024/25.
- 5.5 Although weekly food waste collections are still more than two years away, it was essential that steps were taken now to ensure that we have the depot capacity for the vehicles and to place the order for the vehicles we need. Having concluded the relevant democratic processes to order the vehicles and we are in the final stages of arranging for the demolition and remedial work to be carried out at Farrar Close, we are already well prepared to facilitate this new service.
- 5.6 Work can now take place to notify the relevant authorities of the intention to increase the fleet size operating from Brunel Drive Depot and the procurement for caddies and planning for distribution can start to be considered.



Report to: Policy & Performance Improvement Committee – 1 September 2025

Director Lead: Sanjiv Kohli, Deputy CEO and Director - Resources

Lead Officer: Dave Richardson, Business Manager - ICT & Digital Services

Report Summary	
Report Title	Digital Strategy 2025-2028
Purpose of Report	To update the Policy & Performance Improvement Committee (PPIC) on the outcome of the Members Digital Strategy Working Group, survey results of stakeholders and to present the new Digital Strategy for 2025-2028
Recommendations	That Policy & Performance Improvement Committee: a) consider and endorse the Digital Strategy for 2025-2028 (as appended) and forward to Cabinet for approval; and b) note the findings of the working group and stakeholder surveys.

1.0 Background

- 1.1 Digital initiatives are increasingly vital to the wellbeing and progress of our communities, shaping how our residents' access essential services, engage with local government, and participate in the digital economy. The rapid evolution of technology has redefined expectations; people now seek seamless, efficient and secure digital experiences that reflect their daily needs and aspirations. Embracing digital transformation ensures our services remain relevant, responsive and accessible to all.
- 1.2 A strong digital foundation promotes inclusion by making services available to a diverse population, regardless of location, background, or ability. Through initiatives such as digital inclusion strategies, new service channels and tailored support, no one is left behind—every resident can participate and benefit. This approach aligns with our “no customer left behind” ethos, ensuring equity in access and fostering a sense of belonging across our community and ensures we are not removing any non-digital channels.
- 1.3 Digital empowers individuals, enabling them to connect, learn, and grow. By equipping employees and residents with digital skills, we prepare our community for the opportunities and challenges of the future, particularly as new technologies like artificial intelligence and data-driven decision-making become more prominent. This digital readiness enhances economic resilience, supports innovation, and opens doors to employment, education, and social engagement.

- 1.4 Moreover, digital transformation streamlines processes, drives efficiency, and delivers financial savings, allowing for reinvestment into community priorities. It enhances transparency, accountability, and collaboration between local government and our citizens, strengthening trust and enabling meaningful engagement on issues that matter most.
- 1.5 Ultimately, digital is important to our communities because it underpins a modern, inclusive, and forward-looking council—one that listens, adapts, and champions the wellbeing of every resident in an increasingly connected world.
- 1.6 Therefore, it should be noted that the previous digital strategy, which spanned from 2021 to 2024, was developed during a period marked by significant uncertainty, including the pandemic, cost of living challenges, Brexit, and various other external factors. This was reflected in the strategy and is now not the current position, with technology moving at a rapid pace and expectations evolving.
- 1.7 Nevertheless, the previous strategy yielded notable results and positive impacts, including the development of a complementary cyber security strategy, financial savings that have been reinvested into digital initiatives, substantial growth in digital service usage, and the introduction of new channels tailored to customer needs. Additionally, these efforts have ensured that all customers remain included in our digital initiatives, providing a no customer left behind ethos across the Council.
- 1.8 Within ICT & Digital Services, the team includes several professionals, two of whom have achieved Chartered status. The team was nominated for a UK IT Award for our housing repairs online platform; they successfully led a MHCLG digital initiative as product owners and earned recognition from peers as a strong digital council during the hosting of LocalGovCamps (Digital peer network).
- 1.9 Our employees have established a solid foundation of digital skills and experience. Nevertheless, we recognise that ongoing training and new initiatives will be essential in the coming years to further reskill and upskill our workforce in preparation for the next industrial revolution expected with Artificial Intelligence and the transformational change with local government reorganisation.
- 1.10 We have established a solid foundation for the future, as recognised by our elected Members during the Policy & Performance Improvement Committee (PPIC) working group session on Digital Strategy. The working group highlighted several key themes: Digital Customer: where a recognised national local authority digital leader informed the group on best practices in designing and implementing effective digital solutions; Digital Place: with representatives from Nottinghamshire County Council presented their Digital Inclusivity plans; and Digital Council: where ICT & Digital colleagues outlined initiatives in Cyber Security and the internal IT Technology strategy. Additionally, the session featured presentations on other relevant strategies, central government reports, and Data and AI platforms.

- 1.11 Following discussions within the working group, it was recognised that further consultation and comprehensive surveying was necessary. Accordingly, the Council has conducted surveys with the resident panel, tenant engagement panel, elected Members, and employees across the workforce on various digital topics encompassing people, processes, and technology. For residents and tenants, the survey included questions regarding digital inclusion and provided open comment fields to gather insights on how we might enhance our digital services.
- 1.12 The new digital strategy for 2025–2028 incorporates the survey results, which have been analysed and consolidated into profiles for each respondent group. The strategy also references relevant government strategies, reports, and papers, which, together with our guiding principles, identified gaps from government best practice, survey insights, and future ambitions, form the foundation of our strategic framework and outline our vision for the future.
- 1.13 The digital strategy will be subject to amendment prior to consideration at the Cabinet meeting to include a foreword from the Leader of the Council, Councillor Paul Peacock.

2.0 Proposal/Options Considered

- 2.1 The proposal is to adopt the new digital strategy, which will offer clear strategic direction for our digital initiatives which is current and forward thinking. This approach aims to minimise resourcing and financial risks, ensure alignment with other authorities involved in local government reorganisation, and provide our communities with assurance that their needs are central to the development of our digital initiatives.
- 2.2 Alternative options under consideration include extending our current strategy. However, it is recognised that the previous strategy is not current and will not sufficiently address community needs or align with central government directives.
- 2.3 The option of taking no action has also been considered; however, it presents significant challenges and risks. These include a probable rise in shadow IT and digital activities, potential resourcing and financial impacts, and an overall lack of strategic direction for adapting to future change.
- 2.4 Therefore, the implementation of the new digital strategy is intrinsically aligned with the ambitions and priorities set out in the community plan. By placing residents' needs and aspirations at the heart of digital transformation, the strategy ensures that technological advancements translate into tangible improvements in service delivery, accessibility, and inclusion. This alignment is evident in the commitment to digital inclusion—ensuring all residents, regardless of background or ability, have equal access to online services and resources, thereby supporting the community plan's message of equity and fairness.

- 2.5 Furthermore, the strategy fosters active engagement and collaboration, empowering residents, local businesses, and community organisations to participate in shaping our digital services that reflect shared values and local priorities. Through engagement, transparent communication, and adaptive digital solutions, the council strengthens community resilience and wellbeing, underpinning sustainable growth and social cohesion. In this way, the digital strategy directly reinforces the message within the community plan for Newark and Sherwood District to be a thriving, connected, and forward-looking community.

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 FIN25-26/6640

- 3.1 There are no direct financial implications arising from this report.

Human Resources Implications - HR2526/2364 SL

- 3.2 The ICT & Digital environment moves fast and keeping employees up to date is a continuous process, with employees in some business units requiring more investment than others.
- 3.3 We have recently moved to an online learning management system, Ambition Academy which can help to facilitate some of the learning content and keep records of completed content and support evidence of compliance where necessary.
- 3.4 We will need to look wider than e-learning and identify other means of developing the necessary skills within our workforce, the recent trial cohort of the AI and Data Apprenticeships is an exciting step in a new direction and refreshing the Digital Champions will also be beneficial in bringing some of the changes to life within individual business units.
- 3.5 HR & Training look forward to supporting the ICT & Digital team in the development of their action plan where it relates to employee skills to create a long-term training plan and give consideration to the amount of time that is needed to develop the required skills, a variety of learning styles and ensuring inclusion for those who have additional needs.
- 3.6 HR & Training will also support the ICT & Digital team in the development of their action plan where it relates to resourcing and help to identify alternative routes to employment for new talent and development programmes for existing employees to reduce the risk of resourcing or talent gaps within the team.

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

DIGITAL FOR ALL: SEAMLESS,
SMART AND INCLUSIVE SERVICES



NEWARK &
SHERWOOD
DISTRICT COUNCIL



DIGITAL STRATEGY

2025-2028

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Foreword

Sanjiv Kohli



**Deputy Chief Executive
Director of Resources and
s151 Officer**

Cllr Paul Peacock



Leader of the Council

The previous Digital Strategy laid a strong foundation, enabling us to connect with our communities, especially during a time of need and we ensured no customer was left behind. Building on this success, we are committed to leveraging the efficiencies that can be made from the use of digital technologies, artificial intelligence, automation, and data. These technologies have the potential to transform our operations, making them more efficient and cost-effective. By automating routine tasks and harnessing data-driven insights, we can make more informed decisions, allocate resources more effectively, and ultimately deliver better outcomes for all.

Executive Summary

The previous Digital Strategy successfully connected with communities and ensured no customer was left behind. The new strategy builds on this foundation, emphasising the use of digital technologies, improving the service users' journey, a look to the future with artificial intelligence, automation, and data to transform operations. The focus is on automating routine tasks, making data-driven decisions, delivering better outcomes for all and ensuring we are prepared for Local Government Reorganisation.

At its core, the strategy is about people, aiming to bridge the digital divide, promote digital literacy, and ensure accessibility. It envisions a future where technology empowers the community, drives sustainable development, and enhances the quality of life for everyone.

The strategy outlines commitments for the next **three** years to:

- Improve service delivery
- Produce strong results with digital, data, and technology (DDaT)
- Strengthen day-to-day operations
- Preparation for local government reorganisation
- Continue with a no customer left behind ethos

Past achievements include:

- Investment in IT infrastructure and digital workforce
- Enhancements in cyber and information security
- System investments that are now resilient
- Professional standards, qualifications, and training

These initiatives have established a solid foundation for the future, enabling our workforce to operate securely from any location and deliver exceptional service to the communities served.

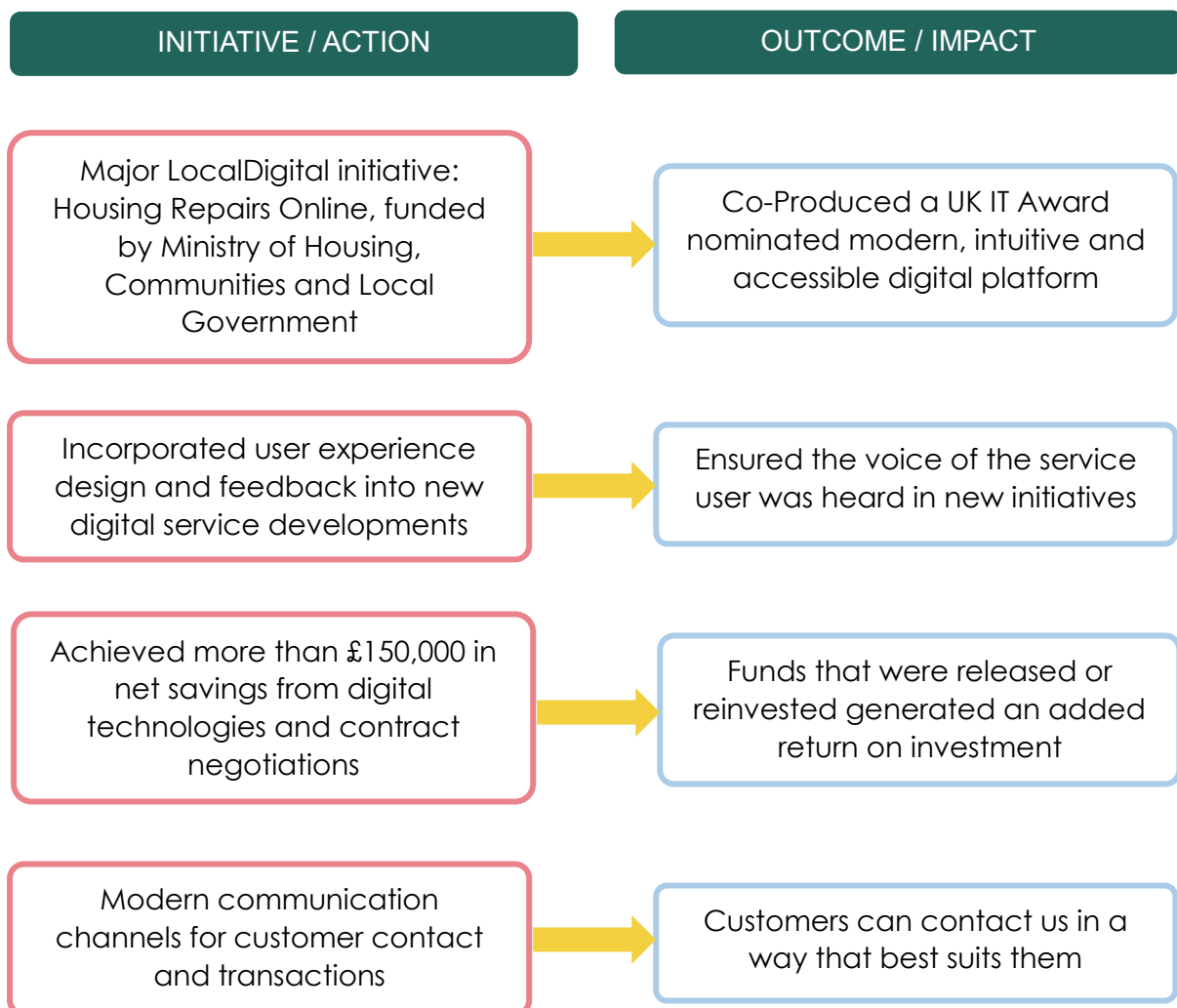
What we achieved between 2021 to 2024

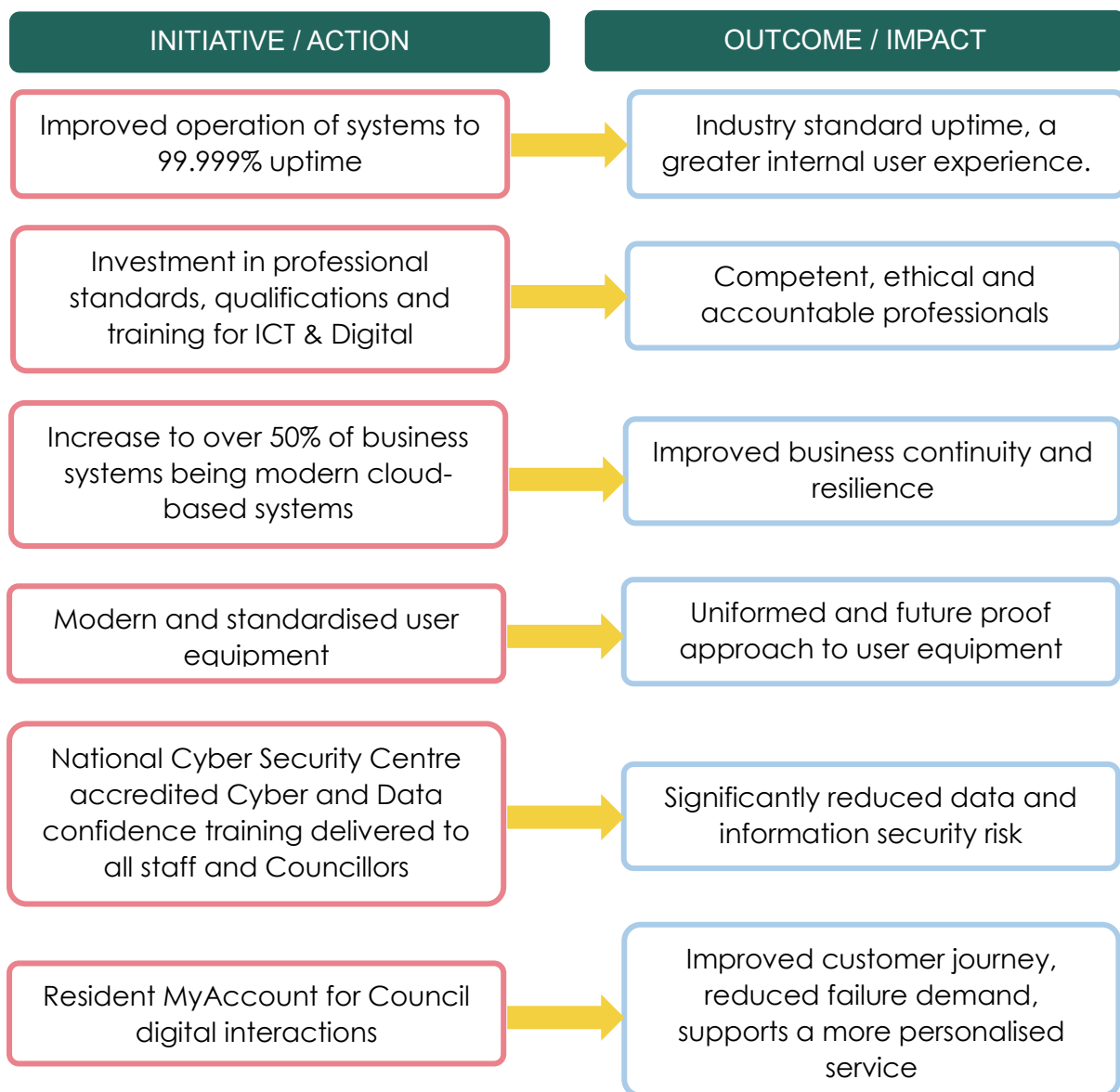
The Council has built a robust framework through investment in IT infrastructure, line-of-business systems, digital workforce, and the implementation of contemporary work practices aligning to best practice.

Additionally, significant enhancements in our cyber and information security culture have minimised the increase risks to services, systems and our communities data.

These initiatives have enabled the workforce to operate securely from any location, equipped with the necessary tools to complete tasks efficiently, thereby delivering exceptional service to the communities we serve. This provides us with a great foundation for the future.

What the previous Digital Strategy delivered:





Strategic Framework



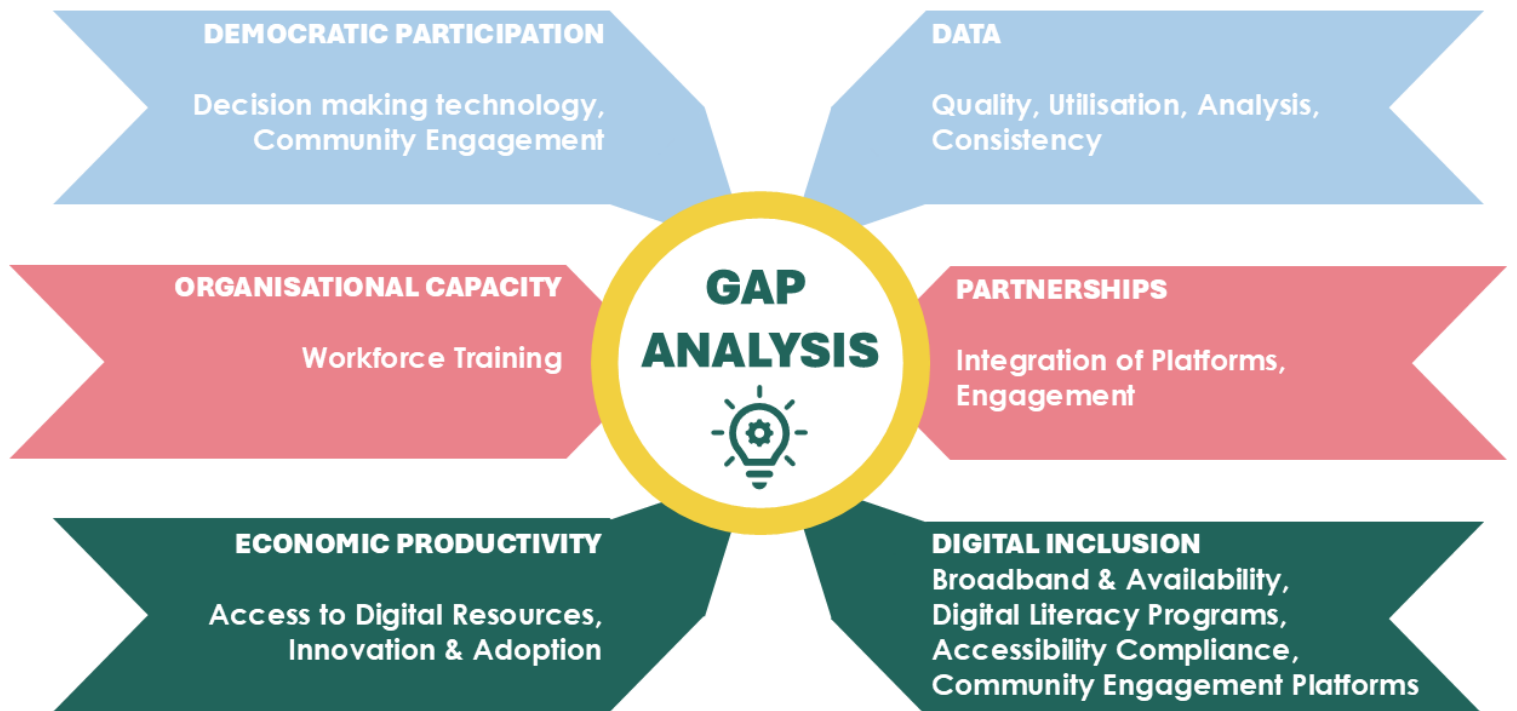
A comprehensive range of frameworks were evaluated in the development of this Digital Strategy; including factors such as artificial intelligence¹, government design principles², digitalisation standards³, and considerations related to Local Government Reorganisation (LGR)⁴. This approach has ensured our strategy aligns with best practices and supports the Council's objectives for enhancing digital public services.

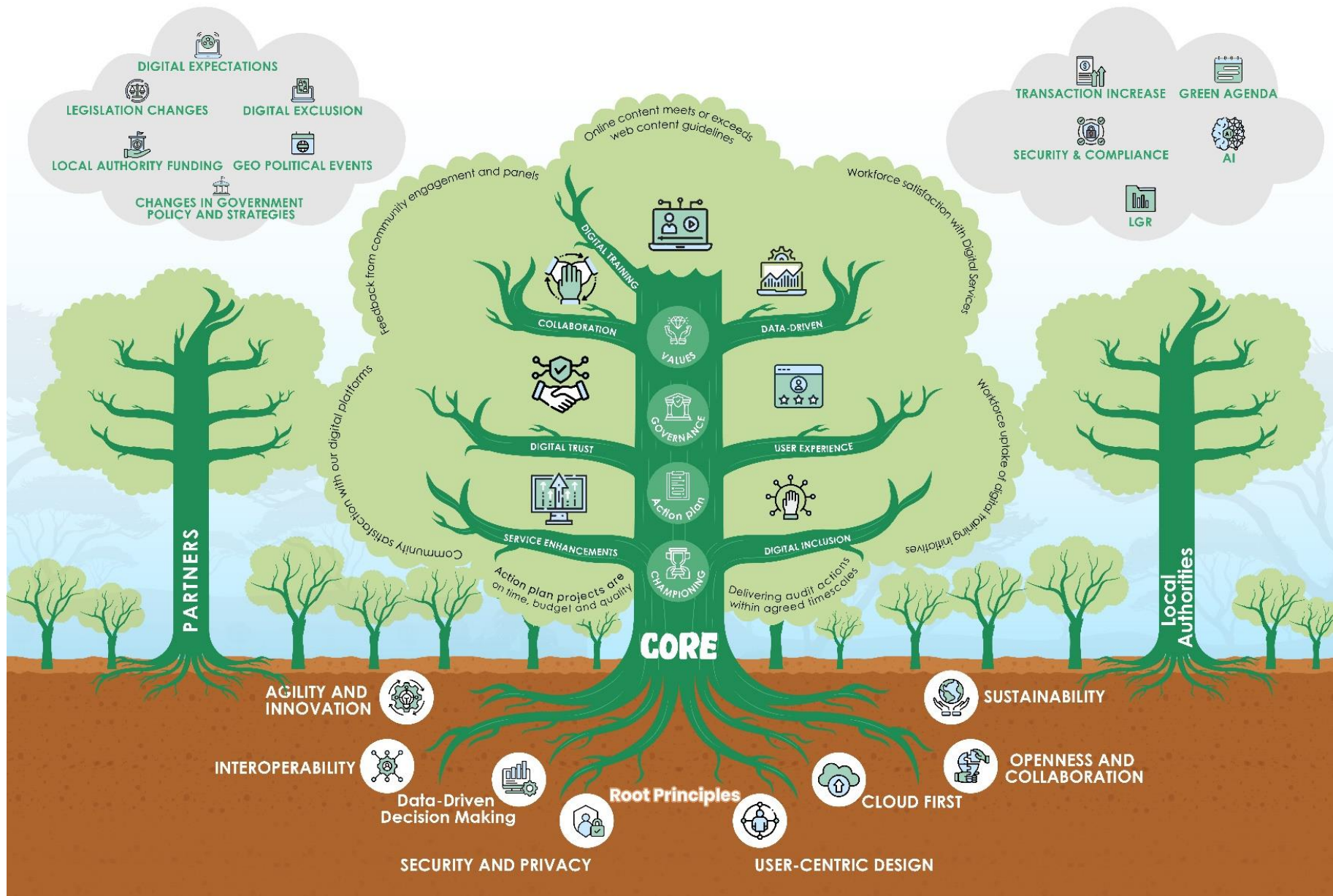
In developing our strategy, we have applied a strategic lens to thoroughly understand how various factors impact our delivery and overall approach. External and internal factors such as digital expectations, digital exclusion, and legislation changes play a significant role in shaping our strategy. Geo-political events and local authority funding are crucial in determining the resources and support available for our initiatives. We also consider changes in government policy and strategies⁵, as they directly influence our operational landscape.

The anticipated increase in digital transactions and the growing importance of the green agenda, emphasise the need for efficient and sustainable practices within our operations. The integration of AI and the focus on security and compliance are pivotal in ensuring that our services are not only innovative but also safe and reliable. Lastly, Local Government Reorganisation is a key factor that necessitates continuous adaptation and resilience in our strategic planning. By addressing these elements within our strategy, we have created a robust and dynamic framework capable of delivering impactful digital public services, ultimately enhancing the quality of life for our community.

In addition, the Council and its digital standing were benchmarked against frameworks and the Local Government Digitalisation Almanac⁶ to produce a gap analysis of the Council's current position. These gaps are mentioned below and will figure throughout the strategy.

Gap Analysis





“Digital for All: Seamless, Smart and Inclusive Services”

Our Future Vision

To enable an inclusive community where all residents have access to seamless, efficient, and innovative digital public services, enhancing their quality of life through fostering a no customer left behind ethos.

Our Mission

“Empowering Communities through Connected, Customer-First Digital Innovation”

To leverage digital technologies and data-driven insights to deliver customer-centric services that empower our communities, and build a resilient, sustainable, and connected district.


Who will benefit from this strategy?

“ALL OUR COMMUNITIES”

Our Community, Our Customer, Your Council

Stakeholders were surveyed to understand their views on digital services, skills and pain points. We used the outcomes of these surveys with the Ofcom Online Nation report⁷ 2024 to help us create stakeholder profiles covering key information based on their feedback and themes.

Profiles



DIGITAL COMFORT:
Basic to moderate

DIGITAL ACCESS:
Smartphones, home internet, occasional computer use

DIGITAL PREFERENCE:
Mobile-optimised websites, intuitive online portals

DISTRICT RESIDENT

MOTIVATIONS:

Easy access to services, clarity, time-saving processes.

FRUSTRATIONS:

Difficult navigation, poor mobile experience, unclear instructions.

NEEDS:


Simple interfaces, mobile-friendly design, clear guidance, responsive support.

ACCESSIBILITY NEEDS:

Clear layouts, large fonts, voice assistance.

DIGITAL INCLUSION BARRIERS:

May not have high-speed internet, limited digital literacy.



DIGITAL COMFORT:
Basic to moderate

DIGITAL ACCESS:
Smartphones or computers, regular internet access

DIGITAL PREFERENCE:
User-friendly tenancy portals, online payment systems

COUNCIL TENANT

MOTIVATIONS:

Manage tenancy online (repairs, rent, communication).

FRUSTRATIONS:

Complex forms, lack of support, inaccessible systems.

NEEDS:

Clear instructions, accessible portals, training/support where needed.

ACCESSIBILITY NEEDS:

Smartphones or computers, regular internet access.

DIGITAL INCLUSION BARRIERS:

May lack consistent internet or computer access, limited experience.



COUNCIL EMPLOYEE

DIGITAL COMFORT:
High

DIGITAL ACCESS:
Office computers,
internal networks,
standard digital tools.

DIGITAL PREFERENCE:
Office suite,
collaboration tools,
internal portals.

MOTIVATIONS:

Efficient service delivery, streamlined operations, digital innovation.

FRUSTRATIONS:

Outdated systems, insufficient training, unclear digital processes.

NEEDS:

Advanced training, user-friendly software, clear communication channels.

ACCESSIBILITY NEEDS:

Requires accessible software interfaces and options

DIGITAL INCLUSION BARRIERS:

May face difficulty with legacy systems.



ELECTED MEMBER

DIGITAL COMFORT:
Moderate to High

DIGITAL ACCESS:
Council-provided
laptops, reliable internet.

DIGITAL PREFERENCE:
Office suite, secure
communication
platforms, internal portals.

MOTIVATIONS:

Effective governance, community engagement, informed decision-making.

FRUSTRATIONS:

Inconsistent systems, unclear ICT policies, lack of training/support.

NEEDS:

Clear digital guidelines, reliable hardware/software, responsive ICT support.

ACCESSIBILITY NEEDS:









Needs accessible documents, proper vision and hearing accommodations.

DIGITAL INCLUSION BARRIERS:

May struggle with new interfaces if not user-friendly.

Our Principles

In order to achieve our vision with maximum effectiveness and efficiency, it is essential that we adhere to our digital design principles.

Principle	Description	Rationale
 Agility and Innovation	Regularly evaluate and refine services based on user feedback and systematic testing.	To ensure service offerings effectively address the needs of our communities.
 Interoperability	Select systems designed for seamless integration, straightforward upgrades, and future expansion.	To facilitate efficient data sharing, collaboration, and operational effectiveness.
 Data-Driven Decision Making	Leverage data analytics to guide strategic decisions and enhance service delivery.	To decrease uncertainty, improve accuracy, and drive overall decision quality.
 Security and Privacy	Uphold stringent security measures and integrate privacy as an essential component of all services.	To mitigate risks associated with data breaches and malicious activities.
 User-Centric Design	Prioritise understanding and fulfilling user requirements, ensuring all services are accessible and inclusive.	This leads to solutions that are intuitive, usable, and well-received by diverse user groups.
 Cloud First	Evaluate public cloud solutions as a primary option when financially prudent.	For cost-effectiveness, scalability, enhanced security, and greater agility.
 Openness and Collaboration	Embrace open source solutions, transparent work practices, and collaborative partnerships where appropriate.	To reduce duplication of effort, foster innovation, increase efficiency, and promote digital inclusivity.
 Sustainability	Integrate sustainable practices throughout the technology lifecycle.	To minimise environmental impact, conserve resources, and support long-term ecological resilience.

Ambitions

Our digital ambitions are to create a seamless, smart, and inclusive digital ecosystem that empowers communities and enhances lives. By 2028, we aim to deliver connected, customer-first services that are responsive to evolving needs, underpinned by robust governance and a culture of innovation.

We envision a future where digital transformation is not just a technological shift but a catalyst for social and economic inclusion—ensuring that all of our communities can benefit from intuitive, secure, and accessible digital services.

Through strategic alignment with the Community Plan and a commitment to continuous improvement, we will embed digital thinking across the Council, championing data-driven decision-making and fostering a digitally confident workforce.

Our ambitions for 2025-2028

Delivered **service enhancements** across various online platforms.

Purpose: To provide communities with user-friendly, accessible services available digitally and through multiple channels.

Approach: Conduct service reviews and invest in system improvements to enhance accessibility.

Ensured **digital trust**, security, and reliability.

Purpose: To enable staff, councillors, and communities to operate in ways that address their specific requirements.

Approach: Integrated privacy and security measures throughout the entire systems and project lifecycle, with ongoing communication to stakeholders.

Prepared for **collaboration** with other local authorities.

Purpose: To facilitate Local Government Reform (**LGR**) through the integration of digital services ensuring the establishment of new authorities that are safe, legal, secure, and sustainable.

Approach: Engaged proactively, embracing the challenges associated with organisational change, reusing technology, data, and services.

Enabled access to **digital training** and knowledge resources.

Purpose: To equip individuals to adapt effectively within an evolving digital environment and remain future-ready.

Approach: Focused on workforce development and providing signposting to our communities.

Leveraged **data-driven insights** to inform and support strategic change.

Purpose: To guide decisions related to service delivery, design, and investment—focusing efforts where impact will be greatest.

Approach: Utilise business intelligence and artificial intelligence technologies that provide cost benefit.

Improved the **user experience** by designing adaptive and accessible digital platforms that proactively address evolving community needs and emerging challenges.

Purpose: To effectively support service users as their requirements change.

Approach: Incorporate feedback loops, accessible design, regular reviews, and scalable features in platform design.

Ensured **digital inclusion** is essential for building a fair and connected community where everyone can benefit from technology.

Purpose: To bridge the digital divide by providing equal access to digital resources and services, thereby empowering all individuals regardless of their background or technical ability.

Approach: Work in partnership with public entities, private sector stakeholders, and local communities to identify gaps and co-create solutions. Signpost to targeted training and support to help individuals develop digital skills.

How will we achieve this?

Through our Values, Championing, Digital governance, Leadership and oversight of performance and the Digital Strategy action plan.

Values



Ambitious & Forward Thinking

By embracing our core values, we are committed to guiding our service delivery, design, and investment efforts towards impactful outcomes.



Caring & Compassionate

Our approach leverages innovative and cost-effective technologies to enhance efficiency and user experience.



Commercial & Business-Like

We will prioritise creating adaptive and accessible digital platforms, ensuring digital inclusion, and future-proofing our operations.



Professional & Trustworthy

Our commitment to transparency, data security, and user-centric services builds trust within the community.



Welcoming & Responsive

Therefore, through efficient operations and collaborative partnerships, we will streamline processes to reduce operational demands.

Whilst remaining dedicated to addressing the evolving needs of our communities, striving to leave no one behind in our digital initiatives.

Championing



The Digital Champions (DCs) initiative at NSDC, launched in 2019, it aimed to enhance digital transformation by improving adoption of tools and digital literacy while reducing support demand.

However, NSDC faced challenges including engagement, lack of formal structure, and uneven representation. This strategy proposes a revitalised, structured DC network with clear roles, performance metrics, enhanced visibility and engagement.

Digital governance

A Digital Transformation Board (DTB) has been established to ensure that digital projects are prioritised in alignment with the Council's Community Plan objectives. The Board uses a structured scoring matrix to evaluate and prioritise projects based on a range of weighted criteria, ensuring that investments deliver measurable benefits and value to both communities and employees.

Key Prioritisation Criteria Include:

- Delivery of the Community Plan and LGR
- Political, organisational, and reputational considerations
- Number of communities and employees who will benefit
- Full lifetime cost of the project
- Legislative and compliance requirements
- Internal and external resource requirements
- Resources released (e.g. FTE savings)
- Technological complexity and risk
- Future-proofing and ongoing support
- Time sensitivity
- Other justifiable factors not captured elsewhere

These criteria are used to score and rank projects, ensuring transparency and strategic alignment in decision-making.

In addition, the Digital Transformation Board feeds into the strategic Corporate Information Governance Group (CIGG). The role of CIGG is to oversee and guide the secure, lawful, and efficient management of data and information across the Council, ensuring compliance with legal, statutory, and regulatory requirements, and embedding a culture of information security and risk awareness.

Measuring Success

Our outcomes will be addressed by focusing on performance in the following areas:

Community satisfaction with our digital platforms

We will implement a robust monitoring and evaluation framework that leverages both quantitative and qualitative metrics.

Feedback from community engagement and panels

By regularly collecting feedback through service user surveys, we will gain insights into user satisfaction and areas for improvement.

Online content meets or exceeds web content guidelines

By tracking the compliance of our online content with web content guidelines to ensure accessibility for all service users.

Workforce satisfaction with digital services

We will perform comprehensive analysis of survey data, either directly or through digital champion initiatives.

Workforce uptake of digital training initiatives

Offer digital training via our learning management system and apprenticeship schemes, monitoring participation and collecting feedback to improve programs.

Delivering audit actions within agreed timescales

We will achieve this by identifying clear objectives for each audit action and establishing realistic timelines. This will involve strong governance frameworks, proactive risk management, and continuous monitoring of progress.

Action plan projects are on time, budget and quality

We will achieve this through clear objectives, realistic planning, strong governance, proactive risk management, engaged stakeholders, continuous quality assurance, and an agile approach.

Percentage of digital transactions completed without the need for assistance

We will track user interactions and support requests through our digital platforms. Analysing data to identify the frequency and type of assistance required either in person, telephone or by another channel. By monitoring these metrics, we can gain insights into user behaviour and the effectiveness of our digital services, allowing us to implement improvements where needed.

Increase in users accessing digital services for the first time

We will achieve this by enhancing our outreach programs to raise awareness of our digital services and their benefits. This includes providing easy-to-follow guides, analysis of new digital accounts in online platforms, conducting community workshops, and collaborating with partners to support communities.

Digital Strategy Action Plan

The purpose of the Digital Strategy Action Plan is to operationalise the Councils Digital Strategy by translating its vision and principles into a structured, prioritised, and measurable set of actions that support the delivery of the Community Plan.

The action plan is a working document aligned with the business planning cycle. It is shaped by priority matrices and principles established by the Digital Transformation Board (DTB), and each digital project is evaluated and reported to the Senior Leadership Team (SLT).

The plan ensures that digital transformation is:

- Governed effectively, with risk and resource considerations embedded.
- Responsive to evolving needs, adapting to new technologies and organisational priorities.
- Accountable, with clear evaluation mechanisms and reporting structures.

In essence, it serves as the Councils delivery mechanism for digital change—bridging strategic intent with practical implementation.

NSDC RESIDENTS SURVEY ON DIGITAL 2025

195
RESPONSES

25 responses
were from
NSDC tenants

45% of responses were from Over 65's
36% of responses were from between 50-64
14% of responses were from between 30-49

DEVICES & CONNECTIONS



95% have regular
access to a device



95% have a reliable
internet connection

INITIATIVES & SERVICES



76% rate the design of the Councils online services as
excellent/good



83% had no barriers in accessing Council online services



11% require accessibility tools to help utilise the Councils online
services

DIGITAL INCLUSION



87% are confident
using the internet



Only 5% received
help or training to
use online services



77% are confident
using the Councils
online services

USABILITY & DESIGN

Design shows room for
improvement with specific
feedback on navigation issues,
confusing terminology and losing
progress in forms.

DIGITAL SKILLS

95% of respondents have never
received any help or training on
using digital services, indicating a
gap in digital literacy support.

BARRIERS & CHALLENGES

ACCESSIBILITY NEEDS

11% of respondents use accessibility tools such as
screen readers, magnifiers, or larger fonts.

Comments from the respondents highlight the need for
better support for users with dyslexia, neurological
conditions, or visual impairments.

Many in-person respondents were non-native English
speakers.

TRUST & INTERACTION

Respondents expressed frustration
with the lack of timely human
responses. Some felt unsure about
what services are available and
how to access them.

SERVICE AWARENESS & USAGE

Many services have high 'never
used' responses, indicating a lack
of awareness or perceived
relevance of these services.

Our Digital Commitment

For Our Communities

Our Digital Strategy is here to make life easier, inclusive, and more connected for all. We're working to make sure services are simple to use and work for everyone—no matter your age, ability, or access to technology. Whether you're booking a service online, checking local updates, or getting support, it should just work.

We'll support local community centres and outreach programmes to help people get online and build confidence with digital tools. And by using data smartly, we'll shape services around what our communities really need.

This is about "Digital for All"—so you can expect clearer communication, quicker services, and more chances to have your say in shaping the Councils digital front door.

For Our Employees

We're building a smarter, more connected digital workplace that helps you spend less time on repetitive tasks and more time on the work that really matters. Our strategy is all about making your day-to-day easier—through better training, simpler processes, and access to the right tools when you need them.

We know flexibility is key, so we're supporting secure use of devices and pushing for systems that cut down on manual work through automation. By linking digital improvements with our business planning and using the Digital Transformation Board to guide decisions, we're making sure your voice is heard and your needs are met—so you can deliver great public services with confidence.

For Our Elected Members

As elected representatives, you will benefit from enhanced digital tools that strengthen democratic engagement, improve data transparency, and support responsive constituent service. This strategy is built on your feedback and that of your communities, ensuring our digital initiatives reflect the real-world priorities you champion.

You will have improved access to performance dashboards and clearer, more effective pathways to influence policy through digital channels. We are committed to supporting you in your role as community champions—

equipping you with the insights and tools needed to advocate for your wards and contribute meaningfully to strategic governance.

For Our Neighbouring Councils

We are committed to working collaboratively with our neighbouring councils, in a supportive capacity throughout local government reorganisation. Our shared goal is to ensure that, from day one, the new unitary authority is safe, legal, secure, financially sustainable and continues to deliver high quality services to our communities. At the same time, this strategy reflects our digital ambitions and the voices of our communities, ensuring they are recognised and embedded into the transformation journey.

Acknowledgements

Thank you to all our communities, including the NSDC residents panel, NSDC tenant engagement panel and public who provided survey feedback.

Dave Briggs (LocalGov.Digital) and Ian Stoddart, Digital Connectivity Manager (Nottinghamshire County Council) and our elected members for contributions to the working groups.



References

¹AI opportunities action plan, ramping up AI adoption across the UK to boost economic growth, provide jobs for the future and improve people's everyday lives. [AI opportunities action plan](#)

²The UK government's design principles and examples of how they've been used. [Government Design Principles - GOV.UK](#)

³A vision for modern digital government The Blueprint is working to enable the following outcomes: Easier lives: delivering transparent, next-generation public services that do the hard work for citizens, can be accessed and used by everyone who needs them, and are designed around the user. [A blueprint for modern digital government \(HTML\) - GOV.UK](#)

⁴This report acknowledges the challenges and the opportunities of the process and offers suggestions for fostering successful change. It also highlights the support needs deemed critical by participants for enabling digital transformation through LGR. [Local Government Reorganisation CDDaT Considerations](#)

⁵The Local Digital Declaration is a shared ambition for the future of local public services. [About the Local Digital Declaration | Local Digital](#)

⁶Local Government Digitalisation Almanac for councillors and officers, containing simple steps, practical examples and resources to support councils on their digitalisation journeys. [LGA Digitalisation Almanac](#)

⁷"Digital Nation" that focuses on digital inclusion and exclusion in the UK. This report uses data from Ofcom and other sources to paint a picture of the digital divide and highlight the challenges faced by those who are excluded from online services. [Digital Nation | The UK's Digital Divide | Good Things Foundation](#)



Report to: Policy & Performance Improvement Committee: 1 September 2025

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

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

Report Summary	
Reason for report	Quarterly Performance Report update.
Report Title	Community Plan Performance for Quarter 1 2025/26
Purpose of Report	To present the Quarter 1 Community Plan Performance Report (1 April – 30 June 2025)
Recommendations	That the Policy & Performance Improvement Committee review the Community Plan Performance Report attached as Appendix 1 and the Compliance report attached as Appendix 2 .

1.0 Background

- 1.1 We continue to deliver an approach to performance that is used to drive improvement rather than being simply used as a counting device. We are doing this by analysing data and progress against key activities as well as building a picture of the context of performance using district statistics, customer feedback and workforce information.
- 1.2 The development of this report details the Quarter 1 performance and includes activities delivered within the quarter.

2.0 Proposal/Options Considered

- 2.1 That the Policy & Performance Improvement Committee review the Community Plan Performance Report (**Appendix 1**) and the Compliance Report (**Appendix 2**).

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 and Sustainability, and where appropriate they have made reference to these implications and added suitable expert comment where appropriate.

Background Papers and Published Documents

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

None



NEWARK &
SHERWOOD
DISTRICT COUNCIL

Community Plan Performance Report

2025 – 26 Q1

1 April to 30 June 2025



Introduction

At Newark and Sherwood District Council, our mission is to empower residents and businesses to thrive, while also attracting visitors to experience the unique offerings of our area. Our strategy to achieve this is outlined in our Community Plan, which was developed with input from residents and sets forth the Council's ambitions and activities over a four-year period.

Having been in place for two years, our 2023-27 Community Plan has recently undergone a review to ensure it remains relevant and reflective of ongoing and upcoming projects and initiatives. This continuous refreshment is crucial to maintaining the plan's effectiveness.

Our performance framework complements the Community Plan by detailing how we will measure the success of our ambitions through key performance indicators, utilising both qualitative and quantitative data.



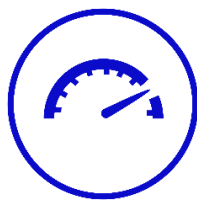
This report evaluates the Council's performance against the Community Plan, focusing on key services and activities from **1 April to 30 June 2025 (Quarter 1)**. Understanding our performance enables us to promote good practices, ensure quality service delivery, and identify areas for improvement. The Council's performance is measured in four parts, three of which are detailed within this report. The fourth part, Our Customers, is reported twice a year in our Customer Feedback Report.



Our District

A basket of data indicators which allow us to examine how our district is performing in key areas, acting as a form of 'health check'.

Page 3-4



Our Performance

How we are delivering against the objectives we outline in the Community Plan.

Page 5-34



Our Workforce

To understand how the Council's staff are performing and how we are supporting staff. This is important as a positive and motivated workforce is more likely to be high performing.

Page 35-37

Our District



About Newark and Sherwood (2021 Census)

A resident population of 122,956 (14.9% of Nottinghamshire's population).

There are 53,332 dwellings in the district, 38.5% are owned outright, 31.3% are owned with a mortgage or loan, 13.9% are socially rented, 16.3% are private rented around 10% directly owned by the Council.

92.7% of the district population were born in the UK.

60.5% of the district's population are working age (16 to 64), 17% are 16 years or younger and 22.4% of the population are over the age of 65. For those over the age of 65, this percentage has increase by 3.5% when compared to the 2011 census demonstrating a growing older population when compared to the 2021 census. In terms of socio-economic challenges, 16.2% of households do not own a car or van, 0.8% of households do not have a form of central heating and 19.1% of residents do not have any formal qualifications.

Performance of our district

This data tells us something about our district in **Quarter 1 2025-26**. Most of these indicators are not factors we can directly affect, only influence, but they add context to the work we undertake.

Footfall: The table shows the average footfall figures for quarter 1 for Newark, Southwell, Edwinstowe and Ollerton. There were decreases in visitor numbers across all four locations. The most significant decrease was in Newark, with June recording the lowest average daily footfall figure of 2025 so far. Footfall in Southwell, Edwinstowe and Ollerton dropped less dramatically.

In Newark there was a 12.7% decrease in footfall when compared to May 2025. May was an exceptionally busy month, being 6.5% higher than the 2025 average, meaning that the decrease in June wasn't as dramatic as the figure suggests. Despite this, June was still the quietest month of 2025 so far in terms of footfall, being 7% below from the average for all of 2025. It was also 9% lower than the average daily footfall figure recorded in June 2024. This downturn in footfall could be attributed in part to the heat wave experienced during the second half of June. High temperatures of 27 – 30 degrees may have encouraged more people to stay at home, or to participate in more 'out-of-town' activities like going to parks, the beach or garden centres.

Declining visits to town centres may also be influenced by increasing household bills, with families cutting back after the May bank holiday and in anticipation of summer holidays. The decline in footfall during the first three weeks of June was a national trend, with footfall weakening by approximately 8%.

In terms of Newark-specific challenges, the congestion that has resulted from the A46 works at Farndon may have influenced people to shop out of town due to ease of access. This will continue until August 2026. There were delays on 16th – 17th June following a police incident on Lombard Street, and on 30th June when the level crossing malfunctioned. Two high profile police-incidents in May and June may have also played a role in deterring visits to town.

Average Daily Footfall				
	Newark	Southwell	Edwinstowe	Ollerton
April 2025	6,604	2,120	2,193	2,446
May 2025	7,017	2,069	2,226	2,415
June 2025	6,123	2,039	2,149	2,402
Q1 Average	6,581	2,076	2,189	2,421

Our District



Exploring our performance.

In this section of the report, we look at a few key measures of customer interaction to monitor how we interact with our customers, and we look at what our customers are telling us about the services they receive. We analyse these comments and show how we are learning from customer feedback.



Interactions with the Council

This information gives an indication of demand for council assistance year to date:

- **4,105 face-to-face** contacts were held at Castle House, a 15.95% decrease when compared to the same period last year.
- **26,172 calls** were received by the contact centre, a 14.82% decrease when compared to the same period last year.
- **12,846 digital web form transactions** were completed by our customers, a 17.01% decrease when compared to the same period last year.

Although overall customer contact across all channels decreased this quarter, our digital engagement continues to exceed expectations. We welcomed **456,351 unique website users**, nearly **four times** our target of 118,750. In addition, **5,161 residents subscribed to our e-newsletters**, outperforming the target by **6.3%**. These figures indicate that many customers are choosing to access information digitally, in ways that suit their preferences, reducing the need for direct contact through traditional methods. It's also worth noting that the launch of our **kerbside glass collection service** in 2024/25 led to a temporary increase in customer enquiries via these channels.

Local Government Reorganisation

In December 2024, the Government released the English Devolution White Paper which outlined ambitions to begin a period of structural change to Local Government across England. The aim of this structural change is to transition from a two-tier system to a single tier system (also known as a Unitary Authority) of Local Government, which will be responsible for all local services in an area. In February 2025, the Government invited Councils to submit proposals for new Unitary Authority structures, with final submissions due by 28 November. The submissions must aim to create more efficient and effective Local Government, potentially leading to streamlined services and cost savings for residents.



Our Community Plan sets out our ambition to secure the very best option for the residents of Newark and Sherwood arising from the reorganisation of Local Government and as such we will continue to report on how we're progressing at strategic points throughout the year. These progress updates can be found in [Ambition 7 – Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves.](#)

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



What have we been doing this quarter;

Last quarter we shared that the **development of the Sustainable Economic Growth Strategy 2025-2030** (SEGS) was underway. The consultation period with Members and Officers has now concluded and the draft strategy has now been shared with key stakeholders for a further period of consultation which is expected to last until August 2025. We will then begin analysing the responses, with consideration to be given to what changes will be required and these changes will be communicated accordingly. We are anticipating that the SEGS will be presented to Cabinet in Autumn 2025 for approval.

Within our Community Plan we set out our ambition to **work with partners to identify options and sources of funding to improve public transport**. In order to deliver on this ambition, our teams have been continuing to liaise with colleagues in Public Transport at Nottinghamshire County Council on potential service improvements. This department are currently in a transitional stage, as they will be becoming part of the East Midlands County Combined Authority within the next 12 months.

Support local communities to develop the necessary skills in order to benefit from the pipeline of major infrastructure developments: We formed an Employment & Skills Board (ESB) with representation from our key partners including Colleges, Department for Work and Pensions, Nottinghamshire County Council, training providers, as well as employers. The Board aims to steer, influence and support learning and training for improved qualifications and employment opportunities. The delivery of training and education using the Adult Skills Fund, which is accessed through training providers, is designed by the needs of local communities. We facilitated a meeting of key employers this quarter, and the purpose of this meeting was to understand opportunities for collaboration, what challenges there were and what solutions could be created to enable better connections with local key assets like the construction college and ASI.

Our ambition to **deliver regeneration within Ollerton Town Centre** has progressed this quarter. The RIBA Plan of Work is a document that outlines all stages in the planning design and building process. Stages range from 0 – Strategic Definition through to 7 – Use. The project completed RIBA Stage 2 – Concept Design this quarter, which focused on developing initial design ideas based on the project brief, exploring various design options,

and creating visual representations of the project's potential. This stage also involved collaboration between the client and design team to refine these concepts and ensure they align with the project goals and budget. The project is proceeding to develop through to RIBA 3 – Spatial Coordination, this stage focuses on developing the concept design into a more detailed and coordinated plan, ensuring that the



CGI Illustration of Ollerton Town Centre Regeneration

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



design meets spatial requirements and is aligned with the project brief. It involves coordinating architectural, structural, and building services designs, as well as considering construction methods and cost implications.

We are currently in negotiation with key stakeholders and partners to ensure the project can be delivered, this includes working with the Town Council and the owners within the site. The project is on track for completion in 2028/29.

The **Clipstone regeneration scheme** is progressing in 3 phases, phase 1 has proceeded to tender for contractors regarding the building of new industrial units. Phase 2 has completed RIBA 2, this stage focuses on developing initial design ideas based on the project brief, exploring various design options, and creating visual representations of the project's potential. This stage involves collaboration between the client and design team to refine these concepts and ensure they align with the project goals and budget. The project is now proceeding into RIBA stage 3. Discussions with landowners, Clipstone Miners Welfare and Welbeck on delivery of the scheme including access, remediation works and costs. Phase 3 has completed RIBA 1 for completion of scope of works and identified a budget figure. This will aim to deliver an enhanced community facility in Clipstone.

The project to **redevelop the Clipstone Holdings site with high quality, environmentally sustainable industrial units** has reached the tender stage of the procurement process, with the project plans being reviewed by potential bidders. The evaluation of the tender returns is expected to take place in Quarter 2 and we expect to be in a position to appoint a contractor later this year with a start on site in early 2026. The build phase will take approximately 18 months to complete and the site should be operational during 2027.

"The new energy-efficient office and workshop spaces will bring huge economic benefits – from providing modern facilities to attract businesses, to increasing the opportunities for employment and skills for local people, while also sustaining the overall character and appearance of the area, which is the setting of landmark nearby listed buildings."

"The units have already received lots of interest, and we have received several enquiries about renting these, which just goes to show how in demand modern business spaces such as these are for the community."

Cllr Paul Peacock

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



Measuring Success

Quarterly Indicators	Quarter 1 23/24	Quarter 1 24/25	Quarter 1 25/26	Target 25/26
All Other Indicator Types				
Newark Beacon - % of occupied units	63.7%	86.3%	85.0%	83.0%
Commercial Property - % occupied units	100.0%	98.0%	100.0%	95.0%
Sherwood Forest Arts and Crafts - % of occupied units	100.0%	100.0%	100.0%	95.0%
% of planning applications (major) determined within statutory timelines	100.0%	100.0%	86.7%	90.0%
% of planning applications (non-major) determined within statutory timelines	94.0%	91.7%	94.7%	90.0%

Exploring our performance:

Our performance regarding **speed of decision within 'Major' planning applications** can fluctuate according to the complexity of a scheme, negotiation undertaken, Biodiversity Net Gain, as well as the need for Section 106 planning obligation. The senior Planning team actively monitor and reports on performance within this area of work with regular meetings with planning officers. The figure for Q1 2025/26 represents an improvement of 53% points compared to the previous quarter and we are hopeful that this upward trend continues to the levels expected of the service. It is also worth noting that although the indicator is below our locally set target of 90%, our performance far exceeds the national requirement with 13 out of 15 applications decided within target or agreed extension of time.

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



What have we been doing this quarter;

Following successfully gaining reserved matters planning approval for the **Yorke Drive Regeneration Project**, the teams' architect has been developing the drawings and working to discharge the necessary conditions to start onsite. Efforts are now underway to finalise the decant strategy, ensuring that all residents and homeowners can be re-housed according to their needs. Additionally, contractors are being mobilised to begin onsite work.



CGI Illustration of Yorke Drive Regeneration

A resident survey was completed this quarter to capture how residents on the estate think and feel about Yorke Drive including feelings of belonging, pride and safety. This survey will be run at multiple points throughout the programme to ensure that all benefits are realised for both existing and new residents. Community and tenant engagement will continue to remain a key focus, as a result we are currently developing plans for the Summer Spruce-Up event and the Yorke Drive and Bridge Ward Fun Day, both of which will take place during Quarter 2. We are also engaging with young people across the estate to choose the play park equipment as part of the scheme. Additionally, an internal officers group has been formed to consider the regeneration of Yorke Drive as part of the wider community, in order to take a holistic view of all activities and plans to ensure that these are communicated and co-ordinated effectively between teams.

As part of our ambition to renew **Council homes' heating systems to improve affordability for tenants and reduce carbon emissions** in line with government funding opportunities, we have secured funding through Social Housing Fund Wave 3. This is a three year programme and we are currently in the procurement stage, the total number of properties that will receive heating system upgrades has not yet been confirmed until the procurement process comes to a close but we anticipate this will be approximately 150 properties.

We continue to follow the **social housing regulatory standards, and we are also continuing with our preparations for the inspection of our housing services from the regulator of social housing**. We are currently awaiting notification of when the inspection will be, in the meantime our teams are working to review key policies and create a position statement ready for inspection. Future communications will also be going out to customers, Members and staff to inform and update them about the inspection regime. We have also created a portfolio of evidence and completed a self-assessment against the criteria standards, which is reviewed and regularly updated. The housing performance improvement board meets monthly to ensure there is oversight of performance / compliance and identify areas for improvement within our key tenant facing services. A meeting with the Regulator is scheduled for late September with the Chief Executive, the Portfolio Holder for Housing and the Director of Housing Health and Well-Being.

Implement and embed our new Housing Management System, as part of a wider programme of improvements to Housing Repairs and Empty Homes Services. Several modules of the new Housing Management System are operational including Repairs, Rents, Anti-Social Behaviour and Customer Relationship Management. There have been some teething problems which are being addressed throughout the roll out, which is to be expected with a project of this size and scale. Our teams are working closely with the software provider to resolve any issues as they arise. Looking forward to Quarter 2-3, the Allocations module of the Housing Management System is due to go live and the Engage Portal, which will enable tenants to self serve information, is also expected to go live.



Develop new homes for open market sale or rent through Arkwood Developments Ltd, balancing housing quality, mix of housing, environmental sustainability and financial return.

- The 132-unit development at Lowfield Lane is progressing as we continue to work through discharging planning conditions. We have now concluded the procurement exercise and are in final negotiations with our preferred development partner following a formal tender process. The start date for this will be agreed with our partner upon entering the contract, however, it is likely that the earliest start will now be late September, due to a more protracted procurement negotiation process than was anticipated.
- Build progress as part of the 29-unit development at Stodman Street continues. It is expected that we will take possession of the units in Spring 2026 and as such we plan to commence marketing these units in Autumn 2025.

Arkwood Developments Ltd develop sites outside of our District, as these developments are a source of income, which in turn supports the ongoing development of sites locally. This helps ensure that Arkwood can continue to build properties that have a purpose beyond profit.

- The Manea development in Cambridge which consists of 32 units, continues to progress, we have experienced a delay in handovers due to awaiting section 278 sign off from the local authority. The sale of properties continues to progress, with 8 properties sold and a number handed over to customers.



Manea Development, Cambridge

- The Wirksworth development, which consists of 30 units continues and is progressing well albeit there has been some delay in receiving approval of the Section 278 application. The first units have recently been released off plan for sale and are attracting interest and we hope to take our first reservations in the coming weeks. It should be noted that nationally the housing market is

relatively slow at present and as a result we are seeing that potential buyers are less inclined to make 'off plan' purchases, preferring to wait to see the product when completed. The show home at this site is due for completion in September and will assist in showcasing the finished product to potential buyers.

- Long Bennington is made up of 50 units and this site remains behind our scheduled target dates due to planning requirements. We have met most of the planning requirements in terms of design aspects, however, further detailed flooding analysis has been requested. We were targeting an August planning committee decision; however, it is likely that further consultation will be required upon receipt of the flood analysis and therefore this is likely to be moved to the September Planning Committee. In the meantime, we have submitted most of the outline planning condition discharges and have procured a development partner. Therefore, we will be able to commence on site at speed once planning consent is attained to mitigate some of these delays.



Wirksworth Development, Derbyshire

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



Measuring Success

Quarterly Indicators	Quarter 1 23/24	Quarter 1 24/25	Quarter 1 25/26	Target 25/26
Year to Date Indicators				
Satisfaction with lettings service	92.0%	95.0%	96.0%	95.0%
Number of Council homes with retrofitted energy efficiency measures	New For Q1 24/25	21	0	TBC*
Time spent in temporary accommodation for people we owe a duty to	New For Q1 25/26	New For Q1 25/26	6.8	13.0
Average time to re-let Council properties (days)	30.4	40.5	64.5	28.0
Amount of current arrears as a % of annual rent debit	1.41%	1.64%	2.76%	2.30%

*This indicator is awaiting the outcome of the ongoing procurement process before an accurate target can be assigned.

Exploring our performance:

When looking at the average time to re-let Council properties (days), we know that process and resource issues continue to impact on our performance in this area. There is a continued focus on the performance of re-let times with weekly meetings in place with internal teams and regular updates are being delivered to the Housing Performance Improvement Board.

Last quarter we shared that we have appointed a contractor to work through the backlog of properties, but because of the nature of the backlog this figure is likely to worsen before it improves. We will likely see an improvement in Quarter 3, although we do not expect to be able to achieve the target by the end of the year due to our starting position. Profiling is now in place to monitor numbers of empty homes to better prepare for the 25/26-year end and to ensure the minimum number of empty homes are carried over into 26/27

The time spent in temporary accommodation for people we owe a duty to is performing well this quarter and that is because the Alexander Lodge provision in Newark is making a significant impact on our ability to support those in need of temporary accommodation whilst longer term housing is secured.

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



What have we been doing this quarter;

As part of our ongoing work to complement the implementation of our **'Health and Wellbeing Strategy'** with activities to reduce health inequalities in targeted areas, this quarter our Food Co-ordinator has been supporting a number of initiatives in the Community including:

- The continuation of cookery sessions at De Lacy Court, Ollerton including a community breakfast. These sessions are regularly being attended by 8 + tenants encouraging them to come together, learn new skills. This in turn encourages interaction and builds connections, which helps to reduce social isolation.
- Another two successful Chop and Chat Teens cooking courses in Newark and Blidworth. Over 25 young people came along across both courses, we had a mixture of male and female participants, each of them independently preparing and cooking a different one pot meal from scratch with a social eating element to finish off each session. Friendships between young people from different schools were made and those in Year 6 who are about to move to senior schools were able to meet pupils already there supporting with their transition. Each young person who attended the four sessions went home with their own NSDC 'Chop & Chat' apron and a copy of our cookbook. We have since been sent photos of the young people cooking at home which is great to see these sessions are leading to the development of positive and sustainable habits.



- The 'Great Newark and Sherwood Cake Baking Challenge' took place in April and will continue to tour the district during the school holidays, encouraging young people aged 10-16 to develop their baking skills and decorate a themed cake. This quarter we have supported over 30 young people to create the Easter Egg-stravaganza and VE Celebration Cake.
- We are supporting volunteers to launch a new Food Hub in Southwell; the hope is the hub will run once a fortnight with residents given the opportunity to purchase food at a reduced cost from Fareshare and the council's crop drop scheme. This will allow residents to access a range of healthy and affordable food similar to other food clubs across the district.
- We supported the Nottinghamshire County Show this quarter and from a health and wellbeing perspective we provided a focus on Nutrition and Cooking. You can find out more about how we supported the [County Show in Ambition 6](#).
- Grow Balderton held its first day of action with the successful opening of the district's largest community garden in Balderton. Working with an array of partners locally including the Co-op, Salvation Army and Balderton Parish Council,



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



the project has a small committee and is being co-ordinated by Grow Incredible who received start-up funding from our community grant scheme. Community gardens are more than just green spaces – they are powerful tools in supporting residents in meaningful ways, including improving mental and physical wellbeing, reducing loneliness and isolation and supporting the food system. We cannot wait to see this project grow.

- Working to further strengthen the wider food system, Urban Worm were successfully awarded community grant scheme funding and throughout the Easter holidays the team supported them to run 3 ‘make you own worm farm’ workshops at Vicar Water, Sconce Park and Lifespring church. We had 52 families attend the workshops with such positive feedback.

In addition to this, there have been several Health Improvement initiatives taking place around the district this quarter including:

- Two local Carer Roadshows took place at Edwinstowe House and Balderton Village Hall. These events marked the first time we have organised carer support gatherings at a local level; the aim was to reach carers across the district. Each Roadshow featured a wide range of organisations from the health and social care sector, including Nottinghamshire Carers Association, Citizens Advice, Carers Federation, Local dementia support groups and Your CVS (Community & Voluntary Service). The events were free and open to all unpaid carers, offering valuable resources, networking opportunities, and direct access to support services. We had approximately 20 carers join us at the events; our teams will be reviewing the results of a previous consultation exercise to understand how to further improve the level of engagement with future events.
- During Carers Week 2025, we also reaffirmed our dedication to supporting staff who are carers by hosting a celebratory afternoon tea event which was attended by 16 colleagues. The gathering not only offered a space for connection and reflection but also marked the re-presentation of the Carer Friendly Employer Award from the Nottinghamshire Carers Association. The award, accepted by the Portfolio Holder for Health, Wellbeing & Leisure and Chief Executive, highlights our ongoing efforts to create a supportive workplace for carers. The initiatives we have carried out in order to be awarded this accolade, include nominating Carers Champions, reviewing internal policies, and offering drop-in sessions to foster peer support. It is all part of the 2025 theme, “Caring About Equality,” which shines a light on the inequalities unpaid carers often face and promotes better access to support and recognition.

Nottinghamshire Carers Association



Newark & Sherwood District Council

CARER ROADSHOWS

Are you an unpaid carer in Newark and Sherwood?

Come along to one of our FREE carer roadshows to hear from a huge range of local services and organisations from across the Health and Social Care sector sharing information for unpaid carers.

- Local dementia groups
- Your CVS
- Citizens Advice
- Carers Federation
- Nottinghamshire Carers Association

Monday 23 June 11am - 2pm Edwinstowe House	Tuesday 24 June 11am - 2pm Balderton Village Centre
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No need to book, just turn up!

Contact wellbeing@newark-sherwooddc.gov.uk or 01636 650 000 for more information.

SERVING PEOPLE, IMPROVING LIVES

NEWARK & SHERWOOD DISTRICT COUNCIL

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



- Our Health Improvement Officer attended a number of staff wellbeing events at Bakkavor in Newark, to reduce barriers and make it easier for employees to engage with their health without disrupting their day. We partnered with Active4Today to deliver Body MOTs and blood pressure checks. Additionally, we



continued the rollout of the new-style drop-in Body MOTs across four of our Council sites, we have found this is proving to be popular, with over 20 full MOTs already delivered.

As part of our ambition to **implement our 'Playing Pitch Strategy' and 'Sports and Recreational Facilities Strategy', including the provision of 5 new 5G sports pitches**, the Football Foundation invited Expressions of Interest for the first 3G pitches to be delivered as part of our portfolio approach to delivering five pitches over the coming years. Expressions of Interest were submitted for the Brinkley site in Southwell and three schools in

Newark, consisting of the Newark Academy Magnus and Suthers Schools respectively. Following assessment and decision by the Football Foundation, the schemes are now moving forward to the next phase of technical investigations to ensure delivery is possible. Once technical deliverability has been assessed those successful sites will be confirmed.

Work is still ongoing to bring forward sites in Clipstone and Ollerton as part of larger transformational projects – Levelling Up in Clipstone and the re-build of the Dukeries School in Ollerton. The complexity of these schemes has impacted on the pace of delivery at these sites.

We remain committed to **maximising funding opportunities with the aim of improving health and wellbeing facilities across the district**. In Quarter 1 this has included working with the Football Foundation to leverage around 60% of the costs associated with the delivery of 3G pitches across the district as well as working with [Sport England](#) to secure a £30,000 grant for the delivery of a new energy efficient pool cover at the Dukeries Pool.

With the **successful completion of the Sherwood Avenue park redevelopment**, attention has now turned to a wider programme of playground audits across our district. These audits form part of a broader strategy to evaluate the condition, accessibility, and community value of the parks and play areas we maintain. Each site is being assessed based on several key criteria, including:

- Location and surrounding population density
- Community engagement and feedback on local needs
- Accessibility from an inclusive design perspective
- Health and safety standards and maintenance needs
- Purpose and play value
- Frequency of visitor use

Planning is also underway for two potential new play areas as part of the Yorke Drive Regeneration project as well as renewal of the Riverside Park play area. These explorations are not only focused on structural play equipment but also consider the integration of natural play elements and opportunities for

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



educational features within play spaces. This includes embedding messages around sustainability, either through interactive signage, nature based play features, or sensory trails that help children learn through exploration.

Additionally, there is an ongoing initiative to introduce wildflower planting within our park environments. This will enhance biodiversity, attract local wildlife, and help transform our open spaces into more welcoming, vibrant, and safe environments for families and community members of all ages. Together, these efforts reflect our commitment to delivering inclusive, engaging, and environmentally conscious play spaces that support wellbeing, learning, and community connection.

We are celebrating a record-breaking year after **receiving six prestigious Green Flag Awards**, the international quality mark for parks and green spaces. Sherwood Avenue Park has joined the list of award-winning sites, bringing the District Council's total to six.

These recognitions highlight our ongoing commitment to maintaining high-quality, accessible, and environmentally sustainable green spaces for residents and visitors alike. The full list of Green Flag Award-winning sites in the district now includes:

- Sherwood Heath
- Vicar Water Country Park
- Newark Castle Gardens
- Sconce and Devon Park
- Queen Elizabeth Memorial Gardens
- Sherwood Avenue Park (new for 2025)
- Newark Cemetery (Newark Town Council)

"It's obviously fantastic news that we have received six Green Flag awards this year for our Parks and Green Spaces – a record high for the District Council! We know since covid that residents increasingly value parks and green spaces. And, with summer holidays approaching, it is also great news that families and youngsters have places to play and let off some energy. The Green Flag scheme shows how we as a council are investing in residents' priorities with high-quality, welcoming outdoor environments. I'm delighted to see the dedication of everyone involved in caring for these spaces being recognised, from our Park Rangers and Street Scene teams to our Corporate Property staff, site managers, and the incredible Friends groups and volunteers. Their collective efforts are what make achievements like this possible."

**Councillor Simon Forde,
Portfolio Holder for Climate and the Environment**



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



Measuring Success

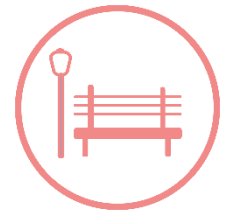
Quarterly Indicators	Quarter 1 23/24	Quarter 1 24/25	Quarter 1 25/26	Target 25/26
Year to Date Indicators				
Number of new Active4Today leisure members	New For Q1 25/26	New For Q1 25/26	1,550	938
Number of User Visits - Active 4 Today (all)	274,106	251,236	287,693	275,000
All Other Indicator Types				
Average number of calendar days to process new council tax support applications	13.8	16.0	18.9	14.0
Average no of calendar days to process council tax support change in circumstances	9.3	15.0	11.6	7.0
Average no of calendar days to process housing benefit change in circumstances	4.0	5.5	4.7	4.0
Average no of calendar days to process new housing benefit claims	11.8	16.0	22.0	14.0
Live Leisure Centre membership base (all)	11,604	11,696	12,330	11,500
Leisure Services - based on your experience; how likely are you to recommend us to a friend, family member, or colleague?	New For Q1 24/25	29.0%	68.0%	60.0%

Exploring our performance:

When considering our performance of the average number of calendar days to process new council tax support applications, we can see this is underperforming by 4.9 days. Traditionally Quarter 1 is the most challenging as we see an increase in demand due to the annual council tax bills being issued. As the high volume of applications begins to level out, our performance will begin to improve, and this can be expected within Quarter 2.

Likewise with the average no of calendar days to process new housing benefit claims, this can also be attributed to the higher volume of customer enquiries within Quarter 1 due to the annual council tax bills being issued. It should also be noted that the process for working age claims for Housing Benefit has recently changed, which has made the process more complex and can take longer to verify and assess. We will be managing resource allocation within our teams so that resource will be targeted to new claims processing during Quarter 2 and we will see the performance of this indicator improve during that same period.

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



What we have been doing this quarter;

As part of our work to **design and implement an annual targeted programme of nights of action and focus weeks**, additional funding has been made available this year for increased hotspot patrols and this quarter the 'Keeping Town Centres Safe' Government campaign plans have been generated and submitted. The campaign will run from 1st July to 30th September and will see hotspot patrols, use of targeted enforcement powers and focussed campaigns. The areas which will benefit from the campaign are Castle, Magnus and Devon wards. This will be monitored by the Office of the Police and Crime Commissioner and reported back to the Home Office.

The process for this hotspot funding didn't begin until May and therefore our Community Protection Officers have undertaken the following additional hotspot patrols, these patrols have taken place alongside the regular planned patrol routes.

Month	Castle Ward	Magnus and Devon
May	7.5 Hours	2.8 Hours
June	12 Hours	10.5 Hours

We are working to **review and improve infrastructure to reduce crime and anti-social behaviour and improve feelings of safety**, as a result the CCTV camera and lighting has been installed in St Mary's Gardens and the increased lighting in the area has improved the quality of the footage as well as the coverage, particularly during the hours of darkness.

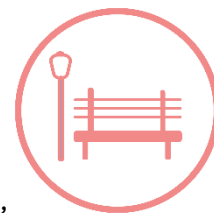
A need was identified to return the current **provision of CCTV in the district to an enhanced in-house control room**. This will allow our operators to work proactively throughout the camera locations within the district, taking action to prevent and detect crime and anti-social behaviour.



The current provision involves a partnership with both Ashfield and Broxtowe Council resulting in the resources within the control room being spread between the three districts.

The new control room will have enhanced technical abilities including artificial intelligence ensuring that the resources available will have greater ability to deal with any issues that are observed. This has resulted in a complex tender process which started in May and will shortly be coming to a close. Once this is complete and the contract will be awarded. Further updates can be expected in future quarters.

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



Our teams have been working with Nottinghamshire Police, Nottinghamshire Fire and Rescue, Newark First Aid, British Transport Police, and delivered another very successful safety week at Sconce and Devon and Vicar Water for all Newark and Sherwood Schools. The sessions included Food Safety, Environmental Crime, Wildlife Crime, ASB, Water Safety, Fire Safety, Train and Railway Safety. The event saw **over 800 year 5 and year 6 children attend** to learn key safety information and skills. It was another well received and well attended couple of weeks. The feedback from the schools was incredibly positive again with many looking forward to next year.

We work closely with other partnership agencies, including Severn Trent, Environment Agency and the lead flood agency, Nottinghamshire County Council and together we formed a Flood Partnership Meeting in 2024 which meets quarterly. The aim of the partnership is to improve relationships, communication and actions taken both during a flooding event and during peace time. This helps to foster a more cohesive response for the customer and aims to prevent customers from being passed around agencies particularly during a flooding event.



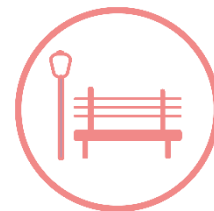
Work has been underway recently with a flood grant being offered to communities to build their resilience during a flooding event so that they are prepared prior to the event taking place as opposed to waiting to have resources delivered to them. This has included requests for aquasacs, PPE, signage, other flood prevention equipment and storage facilities.

Our work to assist in the delivery of **'Rural Crime and ASB Prevention' with additional target hardening at Sherwood Forest Corner** has been ongoing since 2024, when the CCTV installation was carried out and more



recently the Dark Sky Compliant street lighting was installed along with a new security system at the Arts and Crafts Centre. This quarter we are seeing the impact of these mitigations, as there have been no reported incidents along Forest Corner, nor a necessity to view CCTV footage. We have received positive feedback from the Arts and Crafts Centre tenants, The Sherwood Archer and Major Brew, who have all expressed their thanks to the Council for these works.

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



Measuring Success

Quarterly Indicators	Quarter 1 23/24	Quarter 1 24/25	Quarter 1 25/26	Target 25/26
Year to Date Indicators				
Number of positive outcomes resulting from CCTV intervention	41	47	52	N/A**
All Other Indicator Types				
% fly tipping incidents removed within 72 hours	92.9%	97.9%	97.5%	95.0%
% of incidents resulting in an FPN or prosecution	New For Q1 25/26	New For Q1 25/26	15%	17.0%
% of businesses in the district with a food hygiene rating of 3 or higher (generally satisfactory or above)	92.11%	98.30%	98.40%	98.00%

Quarterly Indicators	Quarter 1 23/24	Quarter 1 24/25	Quarter 1 25/26	County Comparison
% reduction in anti-social behaviour - Newark & Sherwood District compared against County area	-2.0%	18.8%	14.4%	23.0%
% reduction in all crime - Newark & Sherwood District compared against County area	2.0%	2.2%	-5.7%	-6.6%

Please note, in the context of the above two indicators a minus figure denote an increase.

** 'N/A' within the target column shows key performance indicators which do not have a target set against them but instead offer an insight into actual performance within a particular service area.

Exploring our performance:

When exploring the % reduction in anti-social behaviour - Newark & Sherwood District compared against County area, we can see that across the last two years the levels of anti-social behaviour have been continually decreasing which are indicative of the initiatives and work that our teams have been undertaking. This quarter we had a reduction in anti-social behaviour of 14.4%, however this was lower than the county decrease of 23%.

Focusing on all crime we have experienced an increase in crime of 5.7% this quarter, however, the county had a greater increase in crime of 6.6%. Upon further analysis we can see that there haven't been any numerically significant changes in any given crime type in actual figures and this will be monitored through the usual channels by our teams for any emerging trends or intelligence.

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



What have we been doing this quarter;

This quarter we have moved forward towards **delivering the Newark Castle Gatehouse scheme**. Mobilisation works for the imminent starting of the construction of the new Gatehouse scheme have been undertaken. This



has included contract negotiations for contractors, securing of permissions from statutory organisations, and development of design works on exhibitions, and community consultations.



"We're lucky in Newark to have a marketplace that can really benefit from installations like this to make the area look even more bright and welcoming. We hope to have the same impact again this year and we encourage visitors to come and see the art and other events happening for themselves. You can also explore our beautiful town centre by visiting our wonderful independent shops and have lunch in one of our fantastic pubs, cafes or restaurants."

Cllr Claire Penny, Portfolio Holder for Sustainable Economic Development

Working together with Lincoln College Group, Newark Town Council and Newark Cultural Consortium (Newark Creates), an events and animation plan has been developed for as part of the **Newark Cultural Heart events programme**.

The plan commenced in May 2025 with a range of free events which took place throughout Quarter 1, including VE Day 80th Anniversary celebrations, a Steampunk Festival, Streets Ahead, a Pickle Arts Walking Trail. This quarter also saw the return of the eco-friendly artistic canopy display above Newark Market Place, which aims to spread a positive message about biodiversity and the environment which is why it features an array of handcrafted and recyclable artwork.

The annual **Open Doors Activity Plan of participatory arts and cultural activities** commenced on the 01 April 2025. Quarter 1 saw 6,176 engagements with our arts activities, which included:

- Supporting our Creative Influencers young people's group to travel to Stratford Upon Avon, to experience cultural activities and research ways to enhance our Heritage & Culture offer for young people.
- Continuing our popular Artist Residencies at the National Civil War Centre, offering free arts activities in Newark for children, young people, families and adults, and connecting our new artist with a GRT girls' group at the YMCA, with local walking, arts and wellbeing group.
- Rolling out our free theatre learning activities for local schools, as well as continuing a 2-year partnership with Orchard School and delivering a free, accessible participatory music event in the Palace Theatre.

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



- Participatory live music events in Vicar Water Country Park for park users to enjoy live music and learn about instruments.
- Our popular Polish cultural exhibition - A Polish Heart Beats Here continued to be enjoyed by visitors to the National Civil War Centre, with plans developing for a new Polish interpretation project to enhance Polish voices and exhibits.
- Open Doors teams and creative freelancers delivered creative activities and surveyed the public at the County Show and Streets Ahead festival.
- Our partnership with Bilsthorpe Heritage Museum continued with plans developing for colliery band related events for later in the year, with partnerships forming with Dukeries Academy and Scouting groups in Bilsthorpe. In addition, our touring exhibition called Mining for Stories was installed at Ollerton Library.

The data we collected during these activities confirms that we delivered arts and cultural activities for people living in the most deprived areas of our district. Qualitative data collected confirms that we delivered opportunities to learn, socialise, improve health and wellbeing, discover creative career paths, to volunteer and to find creative ways for self-expression.

We referenced within Ambition 1 of this report that our Sustainable Economic Growth Strategy is in draft and is

due to be presented to Cabinet for approval in the Autumn. This draft strategy encapsulates the objectives of the Destination Management Plan and the focus of an action plan, to **promote key unique selling points of our District such as Sherwood Forest**. The Rebel Rangers campaign is also under development, this will be a free summer challenge running across the district and will encourage young people aged 5-14 to take on the role of a 'Rebel Ranger' and explore local landmarks like Sherwood Forest, The National Civil War Centre and King John's Palace. This will support young



people to learn about historical rebels and completing challenges by scanning QR codes along the way. This campaign is due to be rolled out during Quarter 2.

Construction works as part of the **development of 32 Stodman Street** are ongoing and are due for completion in April 2026 and the project will provide the town with attractive living accommodation and new commercial spaces. The build phase is now starting to take shape with works approaching the roof level on the first phase of the build which faces Stodman Street.

The delivery of the physical transformation of Newark Market and Market Square is moving forward and we are in discussions on design and costs with Newark Town Council. The project is currently at RIBA stage 2 - Concept Design, and is seeking to move to RIBA stage 3 - Spatial Coordination in the summer months which will then be followed by a period of public consultation. Initial designs have been shared with the Town Council and costings for different options of material are being assessed. The full business case is being developed and



this will seek approval from the Newark Town Board to access the allocation of the £3.6m capital grant from the Town Investment Plan.

Refurbishment of 14 Market Place, Newark, will begin in Quarter 2. The ground floor will be converted into commercial space and the upper floor will be transformed into residential units and is scheduled to complete in December 2025. Our teams are currently in the process of marketing the space in order to secure tenants once the refurbishment has concluded.

This quarter marked a significant milestone in enhancing Newark's cultural landscape with the commencement of the **installation of the 'Kiddey' Sculptures**. These 12 intricately carved sandstone pieces form four bas-relief panels, and will be displayed in front of Castle House. Each panel represents a different aspect of electricity production.

The sculptures honour the legacy of Robert Kiddey, a distinguished Nottingham-born sculptor, artist, and educator. Renowned for his work on the frieze adorning Nottingham's Council House and his Royal Academy-exhibited piece 'The Divine Tragedy', Kiddey gained international recognition, including exhibitions at the Salon des Beaux-Arts in Paris. He moved to Newark in 1931, dedicating 50 years to teaching at the Technical College. His contributions are commemorated with a blue plaque at his former studio on Mill Gate.



The installation process has progressed well. The site has been excavated, and each of the 12 stones has been carefully mounted into custom metal frames to form the four panels. These have been completed with high-quality brickwork and lighting, ensuring the sculptures are both structurally secure and visually striking. This project not only enriches the district's public art offering but also pays tribute to a celebrated local figure whose influence continues to shape Newark's cultural identity.

Discussions are progressing to **identify key partners that we can work in partnership with to develop opportunities for engagement with music and the arts**. Through our Community Grant scheme Newark Community Concert Band is being supported to present musical performance at the Palace Theatre which will be free of charge to some schools and organisations to encourage interest and participation in music. The North Clifton Arts Group have received financial support to enable an open day in North Clifton and officer support will be offered to help with the process on becoming a constituted group. Becoming a constituted means that the group will be eligible for grant funding to further promote its interest and attract new participants.

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



Measuring Success

Quarterly Indicators	Quarter 1 23/24	Quarter 1 24/25	Quarter 1 25/26	Target 25/26
Year to Date Indicators				
Total number of admissions - National Civil War Centre	3,892	4,378	3,752	4,250
Total number of admissions - Palace Theatre	8,401	13,033	11,004	12,000
Number of people reached through direct participation and outreach	2,914	3,029	6,484	3,125
Total footfall across all heritage and culture services and sites	20,343	26,089	25,385	26,250

Exploring our performance:

In terms of the total number of admissions to National Civil War Centre, we can see we are performing below our target for Quarter 1. Historical data shows us that the average footfall for the quarter in the last 3 years is 3771. Subsequent data analysis highlights that there has been a slight drop in residents visiting in the Civil War Centre this quarter. This may be due to the warm weather and lack of rain leading residents to prioritise outdoor activities; however, we are working pro-actively to respond and mitigate this. Some of the ways we're going this include a renewed marketing campaign targeting residents and emphasising fun, free, family friendly activities across the summer, and a strong programme of talks and activities. Data will be reviewed at end of Quarter 2 following the summer holiday programme.

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



What have we been doing this quarter;

The **weekly food waste collections scheme with WRAP (Waste and Resources Action Programme) and Nottinghamshire County Council** launched on the 8th April with 55 businesses signed up upon launch and an additional 8 businesses signing up since the scheme launched. With this being a brand new service the amount of waste collected has been gradually increasing throughout the quarter which is reflective of the new service embedding.

The launch of this scheme has provided us with useful insight and experience of collecting, transporting and tipping food waste before domestic food waste collections begin in approximately 2 years. We have also gained operational insight, as the anaerobic digester is located at the same site that is likely to service domestic food waste collections.



In preparation for domestic food waste collections, Cabinet recently approved the procurement of 8 food waste vehicles and this order will ensure that we have the resources in place ready for when domestic food waste collections begin. To ensure we have enough space at the Brunel Drive Waste Depot, approval has been granted to demolish one of the unused office spaces located on this site which will in turn create space for the additional parking required to accommodate this increase in waste collection fleet. In addition, Nottinghamshire County

Council have hosted the first meetings to discuss the communication campaign for the 'Simpler Recycling' changes which are due to come into effect as of April 2026. The initiative is designed to set out new default requirements for most households and workspaces and will make recycling easier.

We have been working with Nottinghamshire County Council as guided by our **Tree Strategy**, to continue the secondment of an officer to the 'Trees for Climate' programme. This will support the continued delivery of tree planting across the district and the wider Nottinghamshire area funded through the programme and will result in over 30,000 trees being planted this year. We're also investigating new sites for 2025/26 planting years and finalising the agreement with Nottinghamshire County Council for the funding for the Thorney Abbey and Little Carlton woodland creation projects.



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



We continue to **play an active role regarding biodiversity net gain (BNG)** in the district by working with landowners to support the development of biodiversity offset sites. We are in the process of negotiating a Section 106 agreement with one landowner which is necessary to enable registration of their site on the Biodiversity Gain Site register, which is a requirement to be able to sell BNG units. It is anticipated that this site will be selling units by the end of 2025. We are entering discussions with a second site with the anticipation of also entering into a Section 106 agreement with them, so that they are also able to sell units by the end of 2025. Potential plans for BNG sites on our land have been further developed and a report will be presented to the Senior Leadership Team and Members for consideration, with further updates to be expected in future quarters.

Work has begun on **developing a new Local Plan for Newark & Sherwood, promoting action to tackle climate change through sustainable design policies**, protecting existing open space and securing new open space as part of development and securing biodiversity improvements through appropriate policies and projects. The first stage is the development of the Strategic Housing & Employment Land Availability Assessment, this has included a 'call for sites.' This process seeks to identify future sites for new development. Further updates will be shared as this process progresses in future reports.

In response to the 2025 Carbon Trust report, we are working to develop and deliver a Council-wide decarbonisation plan for built assets and deliver a programme of prioritised decarbonisation actions. As part of this we are working to deliver energy efficient heating solutions for our new build Council housing programme, with the majority of new build homes now benefiting from solar panels, battery storage and electrical heating systems.

This quarter we have begun installing internal air source heat pumps in a refurbishment project which are the latest design in air source heat pump technology for use in refurbishment projects. We will be sharing a casestudy in our quarter 2 performance report, so keep an eye out for this next quarter!

We have recently completed solar installations on 2 of our extra care facilities, Gladstone House and Broadleaves, which are now online and generating green renewable energy for our residents. Our projections suggest that between the two sites 161.07Mwh of solar energy will be produced annually, and the average Co2 emissions saved annually will be around 31.14 tCo2e.



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



Work in conjunction with the statutory authorities to promote good river and waterway health:

- In May we attended the National Civil War Centre's Family Saturday with a game around plastic pollution and tips on how to reduce plastic and water pollution at home. Children could take part in fishing out plastic bottles in 'Pluck out that Plastic' to win a prize and write a pledge on the 'Ocean Pollution' wall, alongside 'Stop the Block' basket ball game about drain care. Around 38 adults and children took part in the activities. Our lucky winner of the plastic pollution competition was Malachi who chose a whale shark tracking plushie made from littered water bottles removed from the ocean.
- The 'Leave No Litter Signage Competition' was sent out to all primary and secondary schools within the district this quarter, which formed part of the launch of 'The Great Big Green Week' on 7th June. Teachers and pupils were invited to design signs to bring awareness of the dangers of littering on our environment, including the impact it has on local waterway and globally across the oceans. Schools were provided with educational resources to share key messages on the impact of littering. This included a presentation on littering; 'Bin it Bingo' cards to use when litter picking; a 'Pledge Against Littering' card; a design template; and a prize for the oldest item found on a litter pick. Six primary schools and one secondary school participated and the schools had around 400 templates and other resources delivered to them and we collected over 150 entries when the competition ended at the end of June. The entries are currently being shortlisted and winning designs will be chosen soon. The signs will be erected around some of our local parks and printed as stickers for street bins in Autumn. Designs that have included littering leading to waterways will be placed near water and drains to highlight the importance of binning rubbish.
- On Sunday 8th June, our teams took the plastic pollution information and competition to Southwell Funday to champion how to care for local waterways through reducing plastic, drain care and the impact litter has on our rivers and ocean. Approximately 100 residents engaged in the competition and the lucky winner was awarded a turtle tracking plushie made from littered water bottles taken from the ocean.



An excellent 'Leave No Litter Signage Competition' entry!



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



- The Drain Art Project has been scheduled this quarter and primary schools who had not participated in Motion for the Ocean activities last year were given the first opportunity to take part in the project. Eight schools and groups were involved, consisting of the Python Hill Academy, Samuel Barlow Primary Academy, Bilsthorpe Flying High, St Mary's CofE, Halam Primary, Coddington CofE, Newark Orchard and a group of home-schooled children totalling around 300 pupils. Schools were provided with a presentation to introduce the topic of drain art and why we are highlighting it as part of protecting our waterways. Pupils were invited to use their own knowledge and new learning from the presentation to design art to be painted around storm drains in their playground. The artists from 'Image Skool' will be spending half a day at each location to paint two of the designs with the pupils.



The two marvellous winning designs from the Python Hill Academy!

- We continue to liaise with Severn Trent Water's education team to promote their free activities in schools. We have booked one of their Digibuses for Sconce and Devon Park on 13th August and at Vicar Water Country Park on 30th October to raise awareness of water health. On board the Digibuses children will have the chance to wear virtual reality glasses and enter the world where they can track a raindrop from the sky, through the water treatment process, to the home, back through the sewers and the waste treatment process, before it travels out to the river.

Over the last quarter, we have attended a number of events and drop-in sessions across the district to **promote positive behavioural changes around recycling, including food waste reduction and composting.**

- Contaminated bin review:** As a result of the contaminated bin review carried out in quarter 4, **we distributed 18,500 recycling leaflets** between 21st - 23rd May to help residents recycle right. It has been well received with feedback that the leaflet is clear and easy to understand. We have also heard from residents from previous events that they have since stopped putting food trays in their recycling bin. To encourage children to learn what to recycle, the very popular 'Race to Recycle' bin truck game has been out in force as an educational tool too. The game sees children select tokens with items that are both recyclable and non-recyclable and place them in the back of the bin truck before steering it to the correct 'bin' on the floor mat. The truck then drops off the items and they return to repeat the process with another item. Our Environmental Development Officer



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



will assist the children with clues about the item and talk with parents and guardians about recycling issues or changes coming up like Simpler Recycling next year.

The subsequent contaminated bin review that was carried out in quarter 1 ran for two weeks between 12th and 23rd May. During this time, 284 recycling bins were tagged as containing contamination. The contaminant numbers we collected are detailed in the table:

The contamination rate average has continued to decrease but is dependent on where the samples of contamination are taken from when they are screened by Veolia. The year-to-date average at the end of March had gone down to 13.6% and the current average is 12.5%.

We will use the results of the review to help inform residents on what not to put in their recycling bin and where to put it instead. This will be done through short social media video posts and in person at events during quarter.

Contaminant	Number
Plastic bag/ liner	75
Takeaway Containers	46
Polystyrene	34
Glass	33
Tissues/ wipes	26
Shredded paper	24
Food waste	24
Other waste	21
Packets/ wrappers	17
Food trays/punnets	16
Textiles	16
Nappies/ pet waste	11
Carpet/ rugs	3
Electricals	2

Around 511 adults and children engaged with recycling activities across the following events:

- **5th April** – Collingham Community Fair
- **16th April** – Seed Bomb Making Session. This supported The Urban Worm at Lifespring Church and Centre, New Ollerton, with composting information and showing children and adults how to make seed balls to encourage pollinators in their gardens. Reusing quail egg boxes to present the seed balls in promoted how easy it is to reuse packaging at home for a different purpose.
- **10th May** – Nottinghamshire County Show:

This year, we were part of the Growing Hub with a focus not only on our kerbside recycling with

information and 'Race to Recycle' bin truck game, but on food waste and composting at home with our magnetic composting board 'Compost: the cool kids' dirt'. Engagement was higher than the previous year and as part of a competition, we gave away three wormeries from The Urban Worm to get children started on a fun composting journey.



- **14th May**

Bilsthorpe Library Drop-in Session

Community Link Group Drop-in Session on Vine Way

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



- **17th May** – At the Sherwood Avenue Play Park Opening Event, a recycling station was trialled out at the event to try to collect more recyclable materials at events. This was manned to help advise the public on where to place these items. For this trial, recyclables, general waste and home-compostable items were collected. The compostable items were taken home by employees to add to their compost bins. This will be more achievable once the new government legislation ‘Simpler Recycling’ has been rolled out to residential bins in April 2026.



- **29th May** – Community Link Group Drop-in Session at William Bailey House
- **30th May** – Southwell Library Drop-in Session
- **2nd June** – Community Link Group Drop-in Session at Chatham Court
- **7th June** – Family Saturday at the National Civil War Centre: At the Socks, Swaps and Smocks Event Alongside St Mary’s Church and the National Civil War Centre, we formed part of the day to help



residents reduce and reuse clothing that they no longer loved. Advice on where to send unwanted items was given out alongside help with recycling in our kerbside bins. Around 50 people engaged with the recycling activities on the day.

- **15th June** – Streets Ahead Festival, Newark: We were invited to be a part of this festival to help promote recycling. Around 80 parents and children engaged with our development officer for information and our recycling game to practise putting items in the right places.
- **18th June** – Your CVS Wellbeing Event, Clipstone

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



There have been many **opportunities for residents' involvement in parks and green spaces** within quarter 1, including:

- The grand opening of Sherwood Avenue Play Park, to celebrate the redevelopment of Sherwood Avenue Play Park. The day was jam-packed with activities and included demonstrations from Extreme Wheels and Canvas, who also offered residents the opportunity to get involved with some BMX tricks on the brand-new, state-of-the-art skatepark. The Hot Dog Brass Band performed live music and children's outdoor activities were arranged by both Active4Today and the Children's Bereavement Centre. Volunteers from the Newark Tennis Club joined the festivities and offered free tennis coaching. Representatives from Nottinghamshire Police also attended and carried out free bike marking.
- We have a growing number of volunteer litter pickers with 60 people signed up to our green champions scheme who collected 74 bags of waste between them this quarter.
- Our 'meet the ranger' walks continue to be popular with our residents and visitors. These provide an ideal forum for our teams to educate the public on the work we do and allows us to get feedback from the public.
- Junior Ranger events have taken place over the Easter holidays, these are drop-in sessions targeted at our younger residents and through our partnership with Sherwood Forest Trust, we have continued with a range of events and volunteering sessions at Sherwood Heath, including balsam bashing and glow worm survey walks.

Continue to deliver the Brunel Drive Masterplan: Last quarter we shared that we were in the process of seeking planning permission to remove the temporary permission for the glass bulking facility at the lorry park. This has since progressed and we have now obtained planning permission for the glass bulking facility to remain permanently at the lorry park.

This quarter we have received replies to the tender for the demolition and construction works at Brunel Drive/Farrar Close, and these replies are in the process of being evaluated. The construction will provide facilities to further modernise our fleet of vehicles, which will also be greener and more efficient. Throughout the construction, **over 90% of the building materials from the demolition will be recycled.**



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



Carbon Emissions Reduction Summary	
2023/24 Baseline	3,779* tCO ₂ e
2024/25 Emissions	2,902** tCO ₂ e
Reduction Achieved	877 tCO ₂ e
Percentage Reduction	26%
<p>*The Carbon Trust conducted a full review of NSDC's carbon emissions for 23/24, calculating this at 3779 tCO₂e. This figure has enabled NSDC to have a baseline from which to benchmark its carbon reduction activities.</p> <p>**NSDC has calculated its emission figures for 24/25, resulting in a figure of 2,902 tCO₂e.</p>	

Key Interventions Contributing to the Reduction:

- cSolar PV has recently been installed at Newark Sports and Fitness Centre, Dukeries Lesure Centre, Newark Beacon, Scone & Devon Park and Vicar Water, with an estimated total of 67t Co2 reduction/year across all sites.
- Solar PV has recently been installed at Gladstone & Broadleaves, with an estimated total of 38tCo2 reduction/year across both sites.
The feasibility of adding additional sites for PV is underway, to include Castle House & Brunel Drive.
- Air source heating has been installed at Blidworth Leisure Centre.
- LED lighting has been installed at Sconce & Devon Park, and is in progress at Newark Beacon and Newark Leisure Centre, with future sites of the Palace Theatre and the Civil War Museum being explored.



Moving forward, plans are being developed to further the utilisation of current EV charging infrastructure at Castle House, along with progressing the move to Hydrotreated Vegetable Oil (HVO) within our fleet.

The tCO₂e figure is imperative to monitor where we are at on agreed in-scope areas, although it should be noted that there are multiple work strands that are collectively reducing our emissions that are not currently being reported on as part of this work area, either because they are not in scope or in some cases due to carbon savings not being the prime reason for the projects, but are achieving carbon savings as co-benefits. These include areas of retrofitting and building efficiency, along with the amount of recycling from building materials, as in the example above that over 90% of the building materials from the demolition at Brunel Drive will be recycled.

Our Carbon Reduction Strategy and associated actions plan will be re-drafted over the remainder of 2025, to include how carbon saving projects that are currently not recorded, are captured and monitored.



Measuring Success

Quarterly Indicators	Quarter 1 23/24	Quarter 1 24/25	Quarter 1 25/26	Target 25/26
Year to Date Indicators				
Number of fixed penalty notices issued for all environmental offences (excluding fly tipping)	New For Q1 24/25	391	28	N/A
Number of events held in NSDC parks	80	109	173	100
Number of targeted focus weeks	2	2	1	2
Number of children reached via environmental education visits including river health and 'Motion for the Ocean'	New For Q1 24/25	1,550	1,369	500
All Other Indicator Types				
Number of missed bins (per 100,000 households)	63.0	N/A*	64.8	45.0
% of failing sites - street and environmental cleanliness - litter	0.0%	1.0%	1.2%	1.5%
% of failing sites - street and environmental cleanliness - detritus	1.7%	1.0%	1.5%	1.2%

*Data incomparable for Q1/Q2 as it included glass recycling data which resulted in a significant increase in the value. The issue was resolved in Q3 24/25.

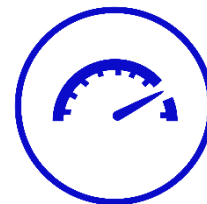
Exploring our performance:

Our performance this quarter against the indicator which measures the number of missed bins (per 100,000 households), is under performing by 19.8. We are aware that there is often a spike in Quarter 1 as this is when the garden waste season starts again. Our teams are analysing the data which highlights any hotspots for missed bins, whereby particular addresses have had repeated incidents of bin collections being missed. This will be used with our waste collection teams to drive improvement, and we will see that taking effect over the next two quarters.

We have issued 28 fixed penalty notices (FPNs) this quarter. Since the termination of our contract with District Enforcement, who held our littering and dog fouling enforcement contract, littering FPNs have been limited to those spotted by officers conducting other duties. We have now completed the procurement process for a new provider and so there is likely to be an increase in the number of penalty notices issued into Quarter 2.

The number of events held in our parks has exceeded its target by 73 events this quarter, this helped by the more favourable weather conditions that we have been experiencing during the quarter. We will continually review our performance and increase our targets to challenge our performance where necessary.

We have completed 1 targeted focus week this quarter due to ongoing challenges with staff resourcing within the team. The Street Scene Manager is looking to introduce a programme of continuous improvements throughout the quarter, with a focus area being selected once per month to provide an additional boost to identified areas.



What have we been doing this quarter;

As part of our progress towards **developing a package of measures to recruit and retain staff, including a review of the pay grading structure and the Council's job evaluation scheme**, we can report this quarter that the Reward and Retention project is progressing well. Over 80% of job descriptions have now been reviewed by Business Managers and have been transferred to the new job evaluation template by our HR Team. The majority of these are now with Business Managers for final review or with colleagues for their input through reviewing and providing feedback with their manager. Currently almost a quarter of roles have been processed within Zellis, which is the electronic job evaluation scheme, the remaining roles scheduled to be processed in the coming weeks and months.

REWARD AND RETENTION PROJECT

Through the Commercialisation Strategy and action plan, continue to seek out and generate new sources of income, whilst retaining our public service ethos. 7 Commercialisation meetings were held during the quarter and were attended by the Section 151 Officer and the Financial Services Business Manager and project owners to discuss progress against individual projects. Further updates against these projects will be shared with Members via updates to the Medium-Term Financial Plan throughout the year and our budgets will be adjusted accordingly at the relevant times.

In February 2025 Cabinet approved the formation of a cross-party working group that were tasked with developing the action plan **arising from the 'Corporate Peer Challenge'**. The working group reviewed in full the peer team's recommendations and through several meetings worked with officers to produce the plan below.



Newark and Sherwood District Council

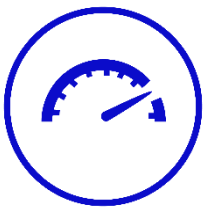
CORPORATE PEER CHALLENGE ACTION PLAN 2025



SERVING PEOPLE, IMPROVING LIVES

Throughout this process, opportunities to implement the changes recommended in the report were taken and we are well underway in delivering change, an example of this can be seen in the review of the Community Plan which is complete with the results of which being presented to full Council in May 2025. The delivery of this action plan is a collective responsibility of all Council officers and preparing it collaboratively with members has enhanced efforts to align existing programmes and initiatives. Lead officers have

been assigned accordingly, and progress will be driven and monitored through established governance structures. These officers are tasked with ensuring the advancement of actions, facilitating wider staff



involvement, and reporting on milestone achievements through established corporate performance monitoring frameworks.

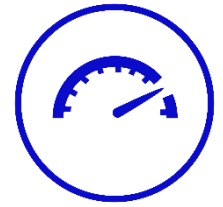
The action plan is available on our website here: NSDC-Peer-Challenge-Action-Plan-2025 (<https://www.newark-sherwooddc.gov.uk/media/nsdc-redesign/documents-and-images/your-council/your-council/about-us/community-plan/NSDC-Peer-Challenge-Action-Plan-2025.pdf>) and regular progress updates will be received by the Senior Leadership Team with a full update expected in September 2025. In the longer term, the LGA will return to NSDC for their review, offering council officers and elected members the opportunity to share successes and challenges with peers and to thoroughly evaluate progress against the CPC recommendations.

Local Government Reorganisation: In February 2025, the Government invited Councils to submit proposals for new unitary authority structures, with final submissions due by 28 November – which are a single tier of local government responsible for all local services in an area. The aim is to create more efficient and effective local government, potentially leading to streamlined services and cost savings for residents. At an Extraordinary Full Council meeting on 19 May, we endorsed the Interim Plan, with three core options for further consideration and analysis. Since then, Council officers, supported by independent support and advice from PwC UK, have appraised the options against Government criteria.

On 15 July, Full Council will consider PwC’s options appraisal and recommend a preferred proposal for final submission. PwC’s appraisal concludes that Option 2 demonstrates the weakest alignment against the MHCLG criteria, and the difference in Option 1b and 1e differences in the overall assessment as ‘marginal’. The report to Full Council outlines the recommendation to recommend to Cabinet the development of option 1e as this

Councils preferred option for submission as a final proposal to Government. The full details of the report will be published and can be [found here](#).

1b	1e
Nottinghamshire and Nottingham City + Broxtowe + Gedling	Nottinghamshire and Nottingham City + Broxtowe + Rushcliffe
<div>1. Nottingham City conurbation to include Broxtowe and Gedling</div> <div>2. The rest of Nottinghamshire becomes a new unitary authority</div>	<div>1. Nottingham City conurbation to include Broxtowe and Rushcliffe</div> <div>2. The rest of Nottinghamshire becomes a new unitary authority</div>



Measuring Success

Quarterly Indicators	Quarter 1 23/24	Quarter 1 24/25	Quarter 1 25/26	Target 25/26
Year to Date Indicators				
Contact Centre - telephony - average length of time to answer call (seconds)	163.0	140.0	70.0	110.0
No of face-to-face contacts (Castle House)	4,176	4,884	4,105	Demand
No of phone calls presented to Contact Centre	31,297	30,724	26,172	Demand
Number of work experience placements offered at differing levels of education	New For Q1 24/25	9	4	6
% business rate collection	29.8%	29.8%	27.7%	25.0%
% council tax collection	25.0%	25.0%	25.0%	24.4%
All Other Indicator Types				
% invoices paid within 30 days - whole Council	99.2%	93.6%	99.2%	98.5%

Exploring our performance:

When reviewing our performance in terms of the number of work experience placements offered this quarter, we are underperforming by 2 placements. This is because work experience placements are seasonally driven and we expect that some quarters will outperform the target, whilst others such as this one will underperform. We do expect that by the end of the year we will have met our target to deliver the total number of work experience placements across the year.

Our Workforce



Team recognised nationally for best practices: A big well done to our **Environmental Protection Team**, as their combined hard work and dedication has resulted in them being asked to share their work practices with colleagues regionally and nationally. The team organised and chaired the **Nottinghamshire EnviroCrime working group**, which has grown significantly, and their work is being noticed throughout the UK!



Our Senior Enforcement Officer Andrew Weaver has even been invited to East Suffolk Council to train the new Environmental Enforcement Team - emphasising how enforcement and education go hand in hand. The Environmental Protection Team's success relies on partnerships with Environmental Services, Street Scene, waste services, Nottinghamshire Police, the Environment Agency, and Via. These collaborations are essential for achieving their goals. Very well-deserved recognition and achievement!

DAHA training and staff survey



We have continued our work towards achieving the **Domestic Abuse Housing Alliance (DAHA) Accreditation**. As part of this, every colleague will take part in a training programme to help us recognise the signs of domestic abuse and understand how we can help survivors. In addition to the training, we are also launched a short staff survey to help us understand what we currently know as an organisation about supporting survivors.

My Money Matters: Your new staff benefit

We announced the launch of a new staff benefit this quarter, the My Money Matters Platform. This brand-new service is designed to help colleagues make more informed money decisions at every stage of their career and life. Colleagues can sign up to webinars about the LGPS and how to retire early and learn about making an Additional Voluntary Contribution (AVC) to get benefits on top of their pension to support financial wellbeing after retirement.



Our Workforce



Recognising and reducing stress this Stress Awareness Month

This quarter we recognised Stress Awareness Month in April and we took the opportunity to reaffirm our commitment to mental health with the Mindful Employer Pledge. This pledge promotes a supportive and open culture where mental health is openly discussed, and employees feel confident to seek the support they need. We encouraged colleagues to join us in embracing the #LeadWithLove theme, fostering a workplace where everyone feels valued and empowered to manage stress effectively.

TOGETHER WE CAN
#LeadWithLove
www.stress.org.uk



Celebrating Carers Week



This Carers Week, we recognised the incredible contribution of our staff who care for others. A small group of colleagues joined an afternoon tea to reflect on the support we've built since 2023 - including drop-in cafés, guest speakers, training for managers, and peer support from our Carer Wellbeing Champions. We're also proud to have once again received the **Carers Friendly Employer Award**.

Celebrating safety education success!

Hundreds of pupils across Newark and Sherwood recently took part in interactive safety education events, thanks to the brilliant efforts of our Public Protection colleagues and dedicated volunteers. Held at Sconce and Devon and Vicar Water Country Park, the sessions covered fire safety, first aid, environmental awareness, and more. A huge thank you to everyone involved for making a lasting impact on young lives!



Our Workforce



Measuring Success

Quarterly Indicators	Quarter 1 23/24	Quarter 1 24/25	Quarter 1 25/26	Target 25/26
Year to Date Indicators				
Average number of sick days per employee (FTE) per year lost through sickness absence	1.5	1.2	2.2	1.6
% of staff turnover	4.0%	3.0%	2.0%	3.3%

Exploring our performance:

Sickness absence is above target due to a period of unusually high levels of sickness absence, and unfortunately several employees are suffering long-term health issues. We are taking steps to minimise sickness absences where appropriate however, we do expect that a number of these long-term sickness absences will continue into Quarter 2.

Use of Microsoft Co-Pilot: Microsoft Co-Pilot was utilised in the preparation of this report to enhance its accessibility for a wide range of audiences. Additionally, Co-Pilot assisted in generating some of the images featured within this report.

Newark & Sherwood District Council Compliance Report

2025-26 Quarter 1

Introduction

Compliance refers to the alignment of a built asset with the relevant rules, regulations, and codes. This includes the products and materials incorporated into the building, as well as the way in which they are assembled and constructed. It is important that we continuously review our compliance to identify and rectify any issues identified to keep the buildings users and occupiers safe. This report provides assurance that the Council is compliant in its three key areas of corporate compliance, housing (tenant) compliance and green space compliance.

Corporate Compliance

Corporate compliance refers to the compliance of the 25 commercial sites owned by the Council. We provide assurance on all Council-owned buildings, whether directly operated or leased to third parties (such as the Gilstrap) as the maintenance of the built asset remains the responsibility of the owner.

Blidworth Leisure Centre	Newark Beacon Innovation Centre
Bridge Community Centre	Newark Castle
Buttermarket Shopping Centre	Newark Lorry Park & The Ranch Café
Castle House	Newark Palace Theatre
Church Farm Business Centre	Newark Sports And Fitness Centre
Brunel Drive Depot - 4 Buildings (A, B, C, D)	Ollerton Housing Office
Dukeries Leisure Centre	Queens Sconce Visitor Centre
Farrar Close	Sherwood Forest Arts & Crafts Centre
Gilstrap Centre Public Toilet	Southwell Leisure Centre
Hawtonville Community Centre	The Tom Mann Pavilion
National Civil War Centre	Vicar Water Visitor Centre

We provide assurance that the asset is compliant in 6 key areas.

- Legionella
- Asbestos
- Fire
- Gas
- Electrics
- Lift inspections

Performance Indicators for Corporate Compliance for Quarter 1 2025/26

Indicator	Previous Quarter	Current Quarter	Target
% Completed Legionella tests (due this quarter)	100%	100%	100%
% Completed Legionella Risk Assessments (due this quarter)	100%	100%	100%
% Completed Asbestos Condition Surveys (annual)	100%	100%	100%
% Completed Asbestos Annual Reviews (due this quarter)	100%	100%	100%
% Completed Fire Risk Assessments (due this quarter)	100%	100%	100%
% Completed Gas Boiler Services (due this quarter)	100%	100%	100%

Indicator	Previous Quarter	Current Quarter	Target
% Completed Electrical Inspection Reports (due this quarter)	100%	100%	100%
% Completed Lift Inspections (due this quarter)	100%	100%	100%

Exploring Our performance

All compliance indicators for commercial buildings have consistently achieved a 100% return over the past year

Housing Compliance

Housing compliance refers to the compliance of our built assets owned by the HRA aka our social tenancy estate. There are 5,749 Residential/Domestic sites and we provide assurance that they are compliant in 6 key areas. As with our corporate estate, most of these sites are tenanted but the maintenance of the built asset remains the responsibility of the Council.

We provide assurance that the residential/domestic site is compliant in 6 areas.

- Legionella
- Asbestos
- Fire
- Gas
- Electrics
- Lifts

Performance Indicators for Housing Compliance for 2025/26 Quarter 1

Indicator	Previous Quarter	Current Quarter	Target
% Completed Legionella tests (due this quarter)	100%	100%	100%
% Completed Legionella Risk Assessments (due this quarter)	79%	100%	100%
% Completed Asbestos Condition Surveys (annual)	100%	100%	100%
% Completed Asbestos Annual Reviews (due this quarter)	100%	100%	100%
% Completed Fire Risk Assessments (due this quarter)	100%	100%	100%
Number of outstanding RED Fire Risk Assessment actions	318	163	Trend↓
Number of outstanding AMBER Fire Risk Assessment actions	115	217	Trend↑
% Completed Gas Boiler Services (due this quarter)	99.4%	No data received	100%
% Completed Electrical Inspection Reports (due this quarter)	99.6%	No data received	100%
% Completed Lift Inspections (due this quarter)	100%	No data received	100%

Exploring Our performance

This quarter shows strong compliance across key safety indicators, with all scheduled Legionella, Asbestos, and Fire Risk Assessments completed at 100%, meeting their respective targets. Additionally:

- Legionella Risk Assessments improved from 79% to full compliance.
- RED Fire Risk Assessment actions have significantly decreased from 318 to 163, indicating effective risk mitigation,
- AMBER actions have nearly doubled from 115 to 217, suggesting emerging concerns that may require prioritisation.
- Data for Gas Boiler Services, Electrical Inspections, and Lift Inspections was not received this quarter, creating a gap in visibility that should be addressed to maintain comprehensive oversight.

Green Space Compliance

Green space compliance refers to the compliance of our green spaces and play parks. The Council and the HRA own several parks and play areas, and we have a responsibility to ensure the safety of park users. Therefore, we inspect green spaces/parks and play parks to ensure they are safe to use.

Indicator	Previous Quarter	Current Quarter	Target
% Completed Play Park Inspections HRA Land (due this quarter)	100%	100%	100%
% Completed Play Park Inspections GF Land (due this quarter)	100%	100%	100%

Risk

Alongside ensuring compliance we also monitor risk. This means we proactively identify potentially significant risks and implementing suitable control strategies helps prevent these risks from being realised, or this is not possible, mitigate to a tolerable level. This is done in two ways.

1. **Operational Risks.** These are developed and managed by Business Managers and capture localised risks. These risks are reviewed every quarter and exceptions are reported to SLT and the Risk Management Group on a quarterly basis.
2. **Strategic Risks.** These are developed and managed by Directors and are significant risks faced by the Council which have the potential to prevent it from achieving its key/agreed objectives and/or have the potential to halt or significantly interfere with the ability of the Council to achieve its core objectives, priorities and/or ambitions. These risks are also reviewed every quarter and exceptions are reported to SLT and the Risk Management Group on a quarterly basis as well as Audit and Governance Committee on a bi-annual basis.



Report to: Policy & Performance Improvement Committee:1 September 2025

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

Lead Officer: Mark Randle, Transformation & Service Improvement Officer

Report Summary	
Report Title	Digital Strategy Refresh Working Group Outcomes
Purpose of Report	To update Policy & Performance Improvement Committee (PPIC) on the work of the member working group on Digital Strategy and bring to PPIC recommendations from the working group.
Recommendations	That the Policy & Performance Improvement Committee note: a) the work of the members of the Working Group; and b) the approach and results of the stakeholder surveys conducted used to provide insight for the 2025-2028 Digital Strategy

1.0 Background

1.1 This Working Group was created after a submission of a Topic Request Form at Policy & Performance Improvement Committee (PPIC) on 24 June 2024, titled:

“Digital Strategy Refresh 2024-2028”

Cllr Lee Brazier proposed the ‘Topic Request’ and it was seconded by Cllr Paul Peacock.

It is recommended that the Newark & Sherwood District Council has a digital strategy, and it is also an expectation of the Local Government Association (LGA). The existing digital strategy ended in 2024. Therefore, it was considered ideal timing to refresh the strategy, alongside the next industrial revolution with Artificial Intelligence (AI) and Machine Learning. Without a digital strategy the direction of travel could be too vague and cause misdirection of precious council resources.

The working group aims to gather councillors' insights into the forthcoming digital strategy refresh, ensuring that it effectively supports both councillors and their constituents over the next four years.

1.2 The working group looked at some of the many areas that need to be considered within the next digital strategy using the four pillars of Digital Council, Digital Customer, Digital Place and Digital Community, these include:

- Emerging technology
- Post covid customer expectations

- Amazon like services
- Digital poverty

2.0 The Working Group

- 2.1 The group met five times between September 2024 and March 2025 with input from the following working group elected councillors:
- Cllr Ross(chair)
 - Cllr Shakeshaft
 - Cllr Freeman
 - Cllr Harris
- 2.2 The working group was supported by a team of officers who, considering the direction given by elected councillors, gathered information and data to inform the sessions.
- 2.3 The agreed objectives of the working group were:
1. Understand what councillors and their constituents need from a Digital Strategy that will help them over the next 4 years.
 2. Discover what are the emerging technologies and how they will impact residents, including Artificial Intelligence and Machine Learning.
 3. Understand what the barriers are to lifting residents out of digital poverty, and how we can help to overcome them.

2.0 Conclusions and Recommendations of the Working Group

- 2.1 The working group discussed areas that will influence the refresh of the digital strategy including the 'Digital Council,' particularly around cyber and IT strategy and digital training & champions.
- 2.2 The group discussed Local Government reform, The 'AI' Government action plan and digital infrastructure, receiving presentations from a number of key guest speakers within the digital field, including Dave Briggs Chair of 'LocalGovDigital,' NCC Digital Connectivity Team, Cllr Lee Brazier ICT Member Digital Champion.
- 2.3 The group commissioned a survey to ensure that the voice of elected members, employees, tenants, and residents are heard and to help shape the refresh of the Digital Strategy. This would help understand any barriers to accessing NSDC digitally, both internally and externally and how we can help to overcome them.
- 2.4 There were four separate survey groups, each survey group had a series of generic questions and then questions which were appropriate for the different groups. The survey was launched between May and June 2025. The four groups were employees of NSDC, Elected Members, tenants, and residents. The staff and member surveys were sent digital only.

2.5 Residents and tenants were a mixture of digital and in person completion. The residents panel was used, and Customer Services staff spoke with residents and tenants attending Castle House reception and over the phone, the Tenant Engagement Board was also used for tenants.

2.6 The survey response rate was:

1. Employees	111
2. Elected Members	17
3. Tenants	25
4. Residents	170

2.7 The insight and information gained from the working groups sessions and the results from the surveys has helped influence the strategic direction of NSDC Digital Strategy 2025-2028.

3.0 **Implications**

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

Background Papers and Published Documents

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

None

Forward Plan

For the Period August 2025 - November 2025



What is the Plan?

This Forward Plan sets out all of the Key Decisions that are expected to be taken during the period referred to above. The Council has a statutory duty to prepare this document, in accordance, with the Local Government Act 2000 (as amended). The Plan is published monthly and will be available on the [Council's Website](#).

What is a Key Decision?

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

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

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

Exempt Information

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

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

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

Decision to be taken / Report title and Summary	Decision maker	Date Decision to be taken	Responsible Portfolio Holder	Responsible Officer	Exempt y/n and Grounds for exemption	Date decision can be implemented
Fernwood Open Space	Cabinet	9 Sep 2025	Portfolio Holder - Climate and the Environment	Matt Lamb, Director - Planning and Growth Matt.Lamb@newark-sherwooddc.gov.uk	Open	15 Sept 2025
Biodiversity Net Gain Update	Cabinet	9 Sep 2025	Portfolio Holder - Climate and the Environment	Matthew Norton, Business Manager - Planning Policy and Infrastructure matthew.norton@newark-sherwooddc.gov.uk, Nick Law nick.law@newark-sherwooddc.gov.uk	Open	15 Sept 2025
Development Plot Adjacent to Newark Lorry Park	Cabinet	14 Oct 2025	Leader - Portfolio Holder Strategy, Performance & Finance	Steven Chitty, Major Capital Projects Delivery Manager steven.chitty@newark-sherwooddc.gov.uk	Part exempt	20 Oct 2025
Stodman Street Phase 2 - St Marks	Cabinet	14 Oct 2025	Leader - Portfolio Holder Strategy, Performance &	Neil Cuttall, Business Manager- Economic Growth & Visitor	Part exempt	20 Oct 2025

Decision to be taken / Report title and Summary	Decision Maker	Date Decision to be taken	Responsible Portfolio Holder	Responsible Officer	Exempt y/n and Grounds for exemption	Date decision can be implemented
			Finance	Economy Neil.Cuttell@newark-sherwooddc.gov.uk, Kevin Shutt, Housing Development Manager HRA kevin.shutt@newark-sherwooddc.gov.uk		
Newark Town Centre Masterplan and Design Code	Cabinet	14 Oct 2025	Portfolio Holder - Sustainable Economic Development	Neil Cuttell, Business Manager- Economic Growth & Visitor Economy Neil.Cuttell@newark-sherwooddc.gov.uk	Open	20 Oct 2025
Sherwood Levelling Up Programme Updates	Cabinet	14 Oct 2025	Portfolio Holder - Sustainable Economic Development	Sarah Husselbee sarah.husselbee@newark-sherwooddc.gov.uk, Neil Cuttell, Business Manager- Economic Growth & Visitor Economy Neil.Cuttell@newark-sherwooddc.gov.uk	Open	20 Oct 2025

Decision to be taken / Report title and Summary	Decision Maker	Date Decision to be taken	Responsible Portfolio Holder	Responsible Officer	Exempt y/n and Grounds for exemption	Date decision can be implemented
Yorke Drive Regeneration Project Update	Cabinet	14 Oct 2025	Portfolio Holder - Housing	Cara Clarkson, Business Manager - Regeneration and Housing Strategy cara.clarkson@newark-sherwooddc.gov.uk	Part exempt	20 Oct 2025
Local Nature Recovery Strategy - Final	Cabinet	14 Oct 2025	Portfolio Holder - Climate and the Environment	Matthew Norton, Business Manager - Planning Policy and Infrastructure matthew.norton@newark-sherwooddc.gov.uk, Nick Law nick.law@newark-sherwooddc.gov.uk	Open	20 Oct 2025
Neighbourhood Planning Funding	Cabinet	14 Oct 2025	Portfolio Holder - Sustainable Economic Development	Matthew Norton, Business Manager - Planning Policy and Infrastructure matthew.norton@newark-sherwooddc.gov.uk	Open	20 Oct 2025
Plan for Neighbourhoods	Cabinet	11 Nov 2025	Portfolio Holder -	Neil Cuttall, Business	Open	17 Nov 2025

Decision to be taken / Report title and Summary	Decision Maker	Date Decision to be taken	Responsible Portfolio Holder	Responsible Officer	Exempt y/n and Grounds for exemption	Date decision can be implemented
Regeneration Plan and Local Board Assurance Framework			Sustainable Economic Development	Manager- Economic Growth & Visitor Economy Neil.Cuttell@newark-sherwooddc.gov.uk		
Sustainable Economic Growth Strategy 2026 - 2031	Cabinet	11 Nov 2025	Portfolio Holder - Sustainable Economic Development	Neil Cuttall, Business Manager- Economic Growth & Visitor Economy Neil.Cuttell@newark-sherwooddc.gov.uk, Sarah Husselbee sarah.husselbee@newark-sherwooddc.gov.uk	Open	17 Nov 2025

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, 8 July 2025 at 6.00 pm.

PRESENT: Councillor P Peacock (Chair)

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

ALSO IN ATTENDANCE: Councillor N Allen, Councillor S Haynes and Councillor P Rainbow

APOLOGIES FOR ABSENCE: Councillor R Cozens and Councillor S Forde

279 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.

280 DECLARATIONS OF INTEREST FROM MEMBERS AND OFFICERS

Councillor P Taylor declared an Other Registerable Interest in Agenda Item No. 12 – Management and Maintenance of Public Open Space on New Residential Developments as Chair of the Castle Brewery Management Company.

281 MINUTES FROM THE PREVIOUS MEETING HELD ON 10 JUNE 2025

The minutes from the meeting held on 10 June 2025 were agreed as a correct record and signed by the Chair.

282 CHAIR'S UPDATE

In referring to the Government's commitment of funding for the dualling of the A46, the Chair welcomed the good news adding that it was hoped there would be an announcement in the next few days about the A614 Improvement Scheme.

The Chair also referred to the meeting of Cabinet on 15 July, immediately following the meeting of full Council which was being held to confirm the decision of Council in relation to the preferred Option for Local Government Reorganisation.

283 PROVISIONAL FINANCIAL OUTTURN REPORT TO 31 MARCH 2025

The Business Manager – Financial Services, was in attendance to present the provisional 2024/25 financial outturn position on the Council's revenue and capital budgets, including: General Fund Revenue; Housing Revenue Account; Capital Programme; Provisions and Impaired Estimates on Debtors; Usable Reserves; and Collection Fund.

The report detailed a summary of actual income and expenditure compared to the revised budget and how any surpluses/deficits have been allocated to/from reserves. Members considered the report and welcomed the Council's financial position.

AGREED (unanimously) that:

- a) the final outturn of revenue and capital spending for 2024/25 be noted;
- b) the capital financing proposals as set out in table 5 at paragraph 1.19 of the report, be noted;
- c) the Capital Programme reprofiling of £7.817m carried forward into 2025/26, as per appendices E and F to the report, be noted;
- d) the movement in Provisions and Impaired Estimates on Debtors be noted;
- e) the creation of the new reserve, as outlined in paragraph 1.28 of the report, be approved; and
- f) the individual contributions to, and withdrawals from, the revenue and capital Usable Reserves be noted.

Reasons for Decision:

To consider the provisional 2024/25 financial outturn position on the Council's revenue and capital budgets.

To consider performance against actual income and expenditure compared to the revised budget and how any surpluses/deficits have been allocated to/from reserves.

Options Considered:

None, this report provides information on the Council's financial outturn for 2024/25.

284 COMMUNITY PLAN PERFORMANCE FOR QUARTER 4 2024/25

The Senior Transformation & Service Improvement Officer was in attendance to present the Community Plan Performance for Quarter 4 2024/25. The comprehensive report provided a wide range of information, which included: customer feedback; implementation of Health & Wellbeing Strategy; pollution prevention; ongoing work to increase the supply, choice and standard of housing; creation of employment opportunities; and tackling ASB.

In considering the report, Members raised the increase of an increase rent arrears. In response, the Portfolio Holder – Housing and the Director -Housing, Health & Wellbeing advised that the implementation of Universal Credit had greatly impacted this but were confident that an improvement would be seen in Q1.

AGREED (unanimously) that Cabinet:

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

Reasons for Decision:

Performance management is used to drive improvement by analysing data and progress against key activities as well as building a picture of the context of performance using district statistics, customer feedback and workforce information.

Options Considered:

Not applicable, this report presents the Council's performance against Community Plan objectives.

285 QUARTER 4 2024/25 - HOUSING COMPLIANCE ASSURANCE REPORT

The Director – Housing, Health & Wellbeing was in attendance to present the Housing Assurance position as of 31 March 2025 (Quarter 4) with regard to compliance including actions to rectify identified issues.

It was reported that the slight reduction in gas servicing compliance was due to a dip in contractor performance. This was now being address following the contractor appointing a manager to oversee the implementation of the Action Plan. Additional engineers had also been appointed to reduce the number of properties out of compliance. In total there were 4 homes where the oil service and solid fuel service had not been completed with work ongoing to contact the tenants. In relation to EICR electrical certification compliance, work was ongoing towards being 100% compliant and being 6 months in advance of renewal of certification. It was reported that there had been recruitment issues to key posts to fulfil fire safety checks and this had now been resolved with internal and external resource now in place.

AGREED (unanimously) that Cabinet note:

- a) the exceptions to performance of the housing service compliance functions; and
- b) the new format for performance for Quarter 4 2024.25 onwards.

Reasons for Decision:

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

Options Considered:

Not applicable, this report presents performance of housing compliance services.

286 CORPORATE ANNUAL BUDGET STRATEGY FOR 2026/27

The Business Manager – Financial Services was in attendance to present the General Fund, Capital & HRA Budget Strategy for 2026/27 for consideration by Members before detailed work commenced.

AGREED (unanimously) that Cabinet:

- a) approve the overall General Fund, Capital & HRA Budget Strategy for 2026/27;
- b) note the consultation process with Members;
- c) note that Budget Officers continue work on the assessment of various budget proposals affecting services for consideration in setting the Council's budget;
- d) note that Budget Managers work with Finance Officers in identifying further efficiency savings, increasing income from fees and charges and in identifying new sources of income; and
- e) review the policies and principles on Budgeting, Council Tax, Reserves and Provisions, Charging, Value for Money and make any recommendations to Council.

Reasons for Decision:

To enable the Council's budget process to proceed in accordance with assumptions set out in this report.

Options Considered:

Not applicable, the Budget Strategy is required each year in accordance with the Council's Constitution.

287 PERFORMANCE FRAMEWORK 2025/26

The Transformation & Service Improvement Manager was in attendance to present an update on the Performance Framework and indicator that would be used to monitor and measure the Council's performance against the refreshed Community Plan. The report also provided the Cabinet with the results of the recent Assurance Review of Performance Management. The Framework provided details of Corporate Planning, Performance Management, Assurance and Data Quality.

AGREED (unanimously) that Cabinet note:

- a) the Corporate Planning, Performance Management and Assurance Framework at Appendix 1 to the report;

- b) the refreshed performance indicators at Appendix 2 to the report; and
- c) the findings of the recent Assurance Review of Performance Management at Appendix 3 to the report.

Reasons for Decision:

The Performance Framework is refreshed on a regular basis to reflect the priorities of the Council.

Options Considered:

None considered, a mechanism is required to measure the Council's performance.

288 SALE OF THE HOLLIES, BARNBY ROAD, NEWARK (KEY DECISION)

The Asset Manager was in attendance to present a report which sought Cabinet's consideration of a proposal that the current tenant, Hope House School, purchase the freehold titles for The Hollies. It was reported that an initial offer from the school had been made in 2023 of £220,000 to purchase the property. Following a Red Book Valuation carried out by Richard Watkinson on behalf of the Council this was considered to be too low with the site being valued at £950,000. Following discussions with the School, a revised formal offer was made in line with the valuation of £950,000, subject to contract and survey.

AGREED (unanimously) that the exclusive sale of the Hollies, Barnby Road, Newark, to Hope House School be approved.

Reasons for Decision:

Based on the sites current market value, and the potential for future development, the offer from Hope House School is good.

The sale will enable the school to keep providing extremely complex services within the community and continue to improve the school and grow its capacity.

Options Considered:

The Council has the option not to sell and propose a further lease to Hope House School, which maybe declined leaving a void property.

A further option would be to sell The Hollies on the open market. This would have a devastating impact on the school residents and employees.

289 MANAGEMENT AND MAINTENANCE OF PUBLIC OPEN SPACE ON NEW RESIDENTIAL DEVELOPMENTS (KEY DECISION)

The Director – Planning & Growth was in attendance to present background information into some of the challenges with regard to the different models for securing the appropriate long-term management and maintenance of Public Open Space within new residential developments and to provide recommendations for future stated preferences. Details of the Council's current approach were reported, noting that the establishment of a ManCo was lawful and within a developer's gift, noting there was no national regulation. The proposal within the report was that the

Council's current position be extended to welcome taking on open space on all major residential developments in addition to the Strategic Urban Expansion sites, subject to securing an appropriate 20-year maintenance contribution.

AGREED (unanimously) that Cabinet:

- a) note that Management Companies are a lawful and legitimate model for the ongoing management and maintenance of Public Open Space which can continue to be promoted by developers;
- b) endorse the recommendation of the Planning Policy Board to produce guidance on Public Open Space Management Company Best Practice to cover instances where a Management Company is promoted by the developer;
- c) endorse the recommendation of the Planning Policy Board to continue to promote the Council managing and maintaining Public Open Space on Strategic Urban Extension (SUE) sites in the first instance; and
- d) endorse the recommendation of the Planning Policy Board to continue to promote for all non-SUE residential housing developments the principle of public ownership of Public Open Space, either via the District Council alongside an appropriate commuted payment to cover 20 years maintenance or via the host Town or Parish Council where they have the appetite, capacity and capability to do so. Should the developer insist on a Management Company, it shall accord with the guidance detailed at b) above.

Reasons for Decision:

Addressing the appropriate and ongoing management and maintenance of Open Space will ensure ongoing quality and equity for new residential developments, in accordance with Ambitions 2, 3, 6 and 7 of the Council's Community Plan.

Options Considered:

The Council could allow market forces and developer preferences to dictate future approaches to the management of Public Open Space on new development. This is discounted in favour of clear guidance and preference such that the development industry, Town and Parish Council's and future residents are clear on expectations and limitations. Moreover, guidance will ensure appropriate practices are secured as far as reasonably possible.

Meeting closed at 7.32 pm.

Chair

Topic Request Form

Available on Mod.Gov or by contacting the Democratic Services lead for PPI. To be considered at the next PPI Committee the form must be submitted 20 working days before the next meeting.

Topic Request Form		
Please complete the first section of this form to request that a topic is considered by the Policy and Performance Improvement Committee. Please send the completed form to Helen Brandham		
Section 1: Member Request		
Proposed topic	Review of Heritage and Cultural expenditure	
I would like to understand (key lines of enquiry)	What spending is undertaken in this area? How this is allocated across the district, with specific emphasis on activities not linked to a cultural site (i.e. events, outreach work and installations etc)? What contribution that makes to the whole of the district in terms of reach and impact across all demographics? How spend can be quantified as value for money and identified as such considering residents' priorities?	
I think this topic should be considered because	This area was looked at by the working group of areas outside the remit of the Council, but this was ruled Out of Remit as only areas that are the responsibility of other statutory authorities were considered	
(if applicable) High level evidence supporting the reason for consideration	Budget to be broken down by spending area and where this is undertaken? Metrics on reach and impact	
Proposed by (name of member)	Peter Harris	Ward: Southwell Party: Lib Dem
Seconded by (name of member)	Neil Allen	Ward: Farndon and Fernwood Party: Conservative
Date form is submitted	08.08.25	
Section 2: Officer Recommendation		
Officer comment	This topic was raised regularly through the OoRA WG and whilst it was determined that the Heritage & Culture teams output is not classified as 'Out of Remit' there is value in a deeper dive to enhance understanding of their role and their impact across the district.	
Officer recommendation	Do undertake a review	
Officer name	Carl Burns	Role: BM Transformation
Date information added	08.08.25	

Topic Request Form

Section 3: PPI Chair Recommendation		
PPI Chair comment	I support this topic request and the officer comments	
PPI Chair recommendation	Do undertake a review	
Date information added	12.08.25	Role: Chair of PPIC
Next step	Completed form to be taken to PPI on 01.09.25	