



*Castle House
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Newark
NG24 1BY*

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Thursday, 21 May 2026

**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 K Smith
Councillor T Thompson
Councillor T Wendels**

Substitutes

**Councillor N Allen
Councillor D Darby
Councillor M Home
Councillor K Melton
Councillor S Michael
Councillor M Shakeshaft
Councillor L Tift**

MEETING:	Policy & Performance Improvement Committee
DATE:	Monday, 1 June 2026 at 6.00 pm
VENUE:	Civic Suite, Castle House, Great North Road, Newark, NG24 1BY

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

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

AGENDA

	<u>Page Nos.</u>
1. Notification to those present that the meeting will be recorded and streamed online	
2. Apologies for Absence	
3. Declaration of Interest by Members and Officers	
4. Minutes of the meeting held on 13 April 2026	4 - 12

Reports and Presentations

5. Annual Report - Housing Services	13 - 20
6. Annual Report - Housing Repairs & Empty Homes	21 - 26
7. Local Outcomes Framework	27 - 33
8. Performance Framework 2026/2027	34 - 57
9. Appointment of PPI Committee Representatives to:	
a) Tenant Influence & Assurance Board (three Members required)* 2025/2026 Members were: Councillors: Alice Brazier; Penny Rainbow; and Neil Ross	
b) Planning Policy Board (four Members required)** 2025/2026 Members were: Councillors: Linda Dales; Mike Pringle; <i>Karen Roberts</i> ; and Tom Smith <i>Councillor Karen Roberts replaced by Councillor Debbie Darby – 06.10.25</i>	

**Formerly the Tenant Engagement Board*

***PPIC can appoint representatives from the whole of the Council.*

Reports from Working Group

None

Review of Cabinet Work Programme and Recent Decisions

10. Cabinet Forward Plan - May to August 2026	58 - 61
11. Minutes of Cabinet Meeting held on 21 April 2026	62 - 68

Topic Suggestions

None

12. Provisional Items for Future Agendas

Annual Newark & Sherwood Community Lottery Update
Budget Strategy 2027/2028
Provisional Financial Outturn Reports to 31.03.26
Management of Cases Involving Multiple Debt Policy and Corporate Debt Strategy
Q4 Community Plan Performance Report
Customer Feedback Report – Yearly Half 2
Annual Compliance Update – Housing
Q4 Housing Compliance Update
Annual Work of the PPI Committee Report
Annual Tenant Satisfaction Measures

Note Fire Alarm Evacuation

In the event of an alarm sounding please evacuate the building using the nearest fire exit in the Civic Suite. You should assemble at the designated fire assembly point located in the rear car park and remain there until the Fire Service arrive and advise it is safe to return into the building.

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, 13 April 2026 at 6.00 pm.

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

Councillor N Allen, Councillor A Brazier, Councillor C Brooks, Councillor A Freeman, Councillor J Hall, Councillor S Haynes, Councillor D Moore, Councillor P Rainbow, Councillor K Roberts, Councillor K Smith and Councillor T Wendels

IN ATTENDANCE: Councillor I Brown and Councillor R Cozens

APOLOGIES FOR ABSENCE: Councillor R Holloway, Councillor R Jackson and Councillor T Thompson

213 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.

214 DECLARATION OF INTEREST BY MEMBERS AND OFFICERS

There were no declarations of interest.

215 MINUTES OF THE MEETING HELD ON 23 FEBRUARY 2026 AND 16 MARCH 2026

The minutes from the meetings held on 23 February and 16 March 2026 were agreed as a correct record and signed by the Chair.

Prior to transacting the business on the agenda, the Chair referred the Committee to Agenda Item No. 18 – Provisional Items for Future Agendas.

He advised that the Yorke Drive Update and the Councillors' Ward Fund Scheme would be reported to 14 September 2026 meeting due to the size of the agendas for both the June and July meetings.

He also advised that in relation to the Sherwood & Newark Citizens Advice Update, the Business Manager – Healthy Places would be presenting a report to the 1 June 2026 meeting on a Review of Grant Schemes. Within the report would be a proposal to establish a working group to review the Council's current approach to grant funding and that invitations would be issued to organisations that already benefited from Council funding. It was considered that this would provide each group with an equal opportunity to address members, thereby avoiding any suggestion that one organisation was being unfairly favoured ahead of another.

216 CUSTOMER EXPERIENCE STRATEGY 2023/2027 PROGRESS REPORT

The Committee considered the report presented by the Business Manager – Customer Services which sought to provide Members with an update on the progress made by the Council in relation to embedding the Customer Experience Strategy.

The report set out the background to the establishment of the Strategy and its incorporation into the Council's Community Plan. Inclusion within the Plan provided the Council with a mechanism to review performance in relation to the customer experience when interacting with the Council. Some of the key outputs as a result of the strategy implementation included: ensuring the Customer Experience Strategy was fully embedded in the operations and culture of the Council; to reinvigorate the Residents' Panel to ensure it was representative of the demographic profile to help drive service improvement across the Council; to expand the range and quality of services available online, whilst ensuring accessibility to all with continued telephony and face to face options for all residents; and to expand customer satisfaction measures, both internally and externally, through regular surveys and other means.

The report also set out how the Performance Management Framework enable measurement of the customer experience and provided data insights to drive performance improvement. Several strands to the Framework were noted as: awareness and action; engagement and first contact; service delivery; and resolution.

It was reported that the next steps to deliver the actions set out in the strategy included: deliver the next phase of customer service training; development of service standards for individual business units; and further promotion of the Customer Promise.

AGREED (unanimously) that the progress of the delivery of the Customer Experience Strategy 2023/2027 and the ongoing work be noted.

217 REVISITING - TENANT ENGAGEMENT AT NEWARK & SHERWOOD

The Committee considered the report presented by the Business Manager – Housing Services which sought to advise Members of a series of measures to build on and strengthen the role and influence of Newark & Sherwood tenants in the management of their homes and neighbourhoods and to seek endorsement for their introduction.

The report, having been considered at the meeting held on 16 March 2026, was re-presented to Committee in order to provide further clarification on a number of sections as requested by Members.

As previously reported, the review had taken place as to the effectiveness of the current arrangements, the aim of which was to strengthen the tenant influence and to improve service outcomes, reflecting the Council's commitment to ensuring tenant insight shaped decision-making.

In considering the report and the accompanying Terms of Reference, a Member raised a number of queries in relation to: what was the process to be followed when it was considered necessary to remove a Board Member; who would be appointed as the

Vice-Chair of the Board; what time of day would the Board meetings be held; and what was the difference between a Tenant Champion and a Tenant Scrutineer. In response, the Business Manager advised that the Vice-Chair could be any Board member; the meetings would be held when it was mutually convenient for all Board members; and a Scrutineer differed from a Champion in that they would be assigned specific areas to review.

Members discussed in general the issue of incentivisation, as referred to in paragraph 2.2.5 of the report, with a difference of views being expressed. Officers provided clarity on the remuneration that an involved tenant could expect to receive.

In response to how tenants across the whole of the district would be engaged with, the Business Manager advised that the Tenant Participation Advisory Service (TPAS) were assisting the Council with their recruitment process. Engagement was further supported by the use of the existing community link groups. Members were also advised that it would not be necessary for Champions and Scrutineers to live in an actual area as they would be given specific areas to target, noting that the framework would be iterative.

In referring to the issue of removal of Board members, the Director – Housing, Health & Wellbeing, who was in attendance at the meeting, advised that it was not possible to include every scenario that may lead to such an action. She suggested that information referring to the removal of a Board member remain in the Terms of Reference, but that further detail be provided in a supporting document.

AGREED that:

- a) (unanimously) the progression of tenant engagement arrangements and the clear service improvements resulting from tenant insight and involvement be noted;
- b) (unanimously) the refresh of the current Tenant Engagement Board in the following ways be endorsed:
 - Increase the number of tenant representatives from three to five;
 - Reallocate the Chair of the Board to a tenant representative; and
 - Rename the current Tenant Engagement Board to Tenant Influence & Assurance Board.
- c) (unanimously) the proposed Tenant Engagement Framework including noting the proposed programme of recruitment be endorsed;
- d) (with 12 votes for and 1 abstention) the proposed recognition and incentivisation to widen the participation and representation of tenants as Tenant Engagement Champions with five places on the Tenant Influence & Assurance Board be endorsed;
- e) (unanimously) the report would progress to Cabinet on 21 April 2026 for decision on the recognition of the scheme be noted; and

- f) (unanimously) the amended report which would progress to the Governance, General Purposes & LGR Committee on 16 April 2026 with a recommendation for endorsement and an onward recommendation to Full Council on 19 May 2026 for approval of the proposed changes to the constitution be noted.

218 PLANNING & INFRASTRUCTURE - PRESENTATION

The Committee considered the report and presentation delivered jointly by the Director – Planning & Growth and the Business Manager – Planning Policy & Infrastructure which sought to update Members on the involvement of the Council in planning and infrastructure matters, including detail on the complexity of the infrastructure landscape and examples of ‘out of remit’ work beyond traditional areas of district council responsibility.

As detailed in the report, following the conclusion of the Out of Remit Working Group, Members had requested a presentation be delivered on planning and infrastructure issues which the Council had been involved with, but which were not a statutory duty.

The presentation set out what was meant by infrastructure, what that entailed and how the Council was involved, either directly or indirectly. It also provided Members with examples of work undertaken in grey areas, noting that infrastructure in England was significantly fragmented, often with a mix of service providers with separate regulation and oversight making change difficult to achieve. It was further noted that if the Council did not become involved in out of remit areas, the ultimate result would be that strategic infrastructure would not be delivered.

In considering the presentation, a Member queried whether following the establishment of the East Midlands Combined County Authority (EMCCA) and their responsibility as the Transport Authority, had it made lobbying for change more efficient. In response, the Business Manager explained that the Mayor had already led a comprehensive consultation on the Transport Plan and informed that the EMCCA was in the early stages of its role as the Transport Authority, with ongoing work to establish its responsibilities underway.

In noting the out of remit work undertaken by Officers, a Member queried as to whether there was sufficient resource to sustain this work. The Business Manager advised that the Council had an Infrastructure Lead Officer but that it was often difficult to contact the correct person in the various organisations the Council dealt with due to their size. He added that the final delivery of some projects would fall to external organisations.

In closing the debate, the Chair stated that the work undertaken to engage with external organisations and develop a vision for the district was vital and that work must continue.

AGREED (unanimously) that the report and presentation be noted.

219 HEATING & GAS SERVICING POLICY

The Committee considered the report presented by the Business Manager – Building Safety & Asset Management which sought to update Members on the development of the Heating & Gas Servicing Policy to manage the Council’s heating and gas servicing.

The report set out that this Policy was one of a suite of policies that covered all aspects of compliance which were designed to ensure that the Council had a robust approach to compliance and customer safety. This Policy would align to current legislation, regulation and industry best practice to ensure that services delivered were in line with the Policy and were both effective and efficient.

In considering the report and Policy, a Member sought clarity on when it would be considered necessary to mechanically seal a gas meter. In response, the Business Manager advised that any meter that had not had a service carried out within a set timescale would be deemed to be unsafe and this in turn would be regarded as an emergency by the Council.

AGREED (unanimously) that:

- a) the Heating & Gas Servicing Policy to ensure legal compliance and improved service delivery in line with legislation, regulation and industry best practice be noted and endorsed; and
- b) the Heating & Gas Servicing Policy be recommended to Cabinet for approval.

220 THE GAS METER MAKE SAFE POLICY

The Committee considered the report presented by the Business Manager – Building Safety & Asset Management which sought to update Members on the development of the Gas Meter Make Safe Policy.

The report set out that this Policy was one of a suite of policies that covered all aspects of compliance which were designed to ensure that the Council had a robust approach to compliance and customer safety. This Policy would align to current legislation, regulation and industry best practice to ensure that services delivered were in line with the Policy and were both effective and efficient.

In considering the report and in line with comments from the previous report, the issue of capping a gas meter was raised with a Member seeking assurances that, should such a course of action be necessary, every effort would be made to consider the practicalities of leaving a property without a gas supply. In response, Members were advised that a very detailed assessment would be undertaken before such action was taken and that often the threat of the meter being capped was sufficient for the situation to be resolved.

AGREED (unanimously) that:

- a) the Gas Meter Make Safe Policy to ensure legal compliance and improved service delivery in line with legislation, regulation and industry best practice be noted and endorsed; and

- b) the Gas Meter Make Safe Policy be recommended to Cabinet for approval.

221 PASSENGER LIFTS, STAIR LIFTS & HOISTS POLICY

The Committee considered the report presented by the Business Manager – Building Safety & Asset Management which sought to update Members on the development of the Passenger Lifts, Stair Lifts & Hoists Policy.

The report set out that this Policy was one of a suite of policies that covered all aspects of compliance which were designed to ensure that the Council had a robust approach to compliance and customer safety. This Policy would align to current legislation, regulation and industry best practice to ensure that services delivered were in line with the Policy and were both effective and efficient.

AGREED (unanimously) that:

- a) the Passenger Lifts, Stair Lifts & Hoists Policy to ensure legal compliance and improved service delivery in line with legislation, regulation and industry best practice be noted and endorsed; and
- b) the Passenger Lifts, Stair Lifts & Hoists Policy be recommended to Cabinet for approval.

222 PRESENTATION BY THE PORTFOLIO HOLDER FOR HERITAGE, CULTURE & THE ARTS

The Committee considered the report and verbal presentation given by the Portfolio Holder for Heritage, Culture & the Arts, Councillor Rowan Cozens.

As detailed in the report, the Portfolio Holder had been invited to attend Committee to respond to three specific questions as detailed in paragraph 2.1 of the report.

In relation to the new Equality, Equity, Diversity & Inclusion Strategy 2025/2029 and how this had been implemented, Councillor Cozens advised that since the launch of the new Strategy, a Equalities Steering Group had been established whose role was to oversee this area of work and helped to guide progress. There has been an introduction of several equalities advisors in key departments who played a crucial role in ensuring the Council's day-to-day decision-making was inclusive and reflective of the diverse needs within the community. The measures had enabled a greater consistency in equalities-related decisions.

In relation to the work being undertaken on the Castle Gatehouse which included a new entrance and multi-function space. Information was sought on how residents and potential visitors were being engaged throughout the build phase to enable people to be involved as much as possible and how that approach would benefit the Castle once the new visitor offer officially opened. Councillor Cozens advised that there had been a great deal of consideration given to making the Castle as accessible to everyone as possible, highlighting just some of these as: accessibility guide; accessible parking; accessible toilet facilities; ambulance accessible toilet; active moments; welcome of assistance animals; audio handsets; soundscapes; AV alternative to dungeon tour; AV tables – Castle view explorer; information in braille; door openings; quiet hours; and sensory backpacks.

In relation to the ongoing work of the Heritage & Culture Working Group and how the Heritage & Culture Business Unit (H&CBU) was regarded both regionally and nationally, the question of how the service may be developed to further improve the offer in the context of local government reorganisation, specifically the risks and opportunities. Councillor Cozens advised that the H&CBU already had a solid foundation from which to build on. Once the unitary authority was operational, it would be possible to create a triangle of cultural hubs with Bassetlaw and Mansfield. Newark & Sherwood, Mansfield and Inspire were all Arts Council England National Portfolio Organisations and had achieved funding of £7m over the current funding period and being part of the unitary authority would provide an opportunity to develop a unitary-wide cultural strategy, thereby delivering a coherent, place-based cultural identity. In noting that provision of cultural services was a driver to health, wellbeing and civic pride, a unitary authority would be able to make heritage and culture central to prevention, wellbeing and community resilience agendas. Members were advised that work was ongoing to raise the profile of the Council on a national level. Councillor Cozens advised that the Council needed to lobby for improved transport routes to allow those without their own vehicles to visit attractions in other parts of the district and eventually the wider unitary authority area.

In considering the verbal presentation Members all agreed that the team working on the Castle Gatehouse project were to be praised for their enthusiasm and knowledge. Members noted that this enthusiasm was not only displayed by Officers of the Council but also contractors, for example the stonemasons.

In referring to the health and wellbeing benefits heritage and culture can bring to individuals, a Member queried how this was actioned. Councillor Cozens advised that the H&CBU Business Manager gave consideration as to how outreach activities could target groups in need of assistance. She added that the business unit had established links with GP surgeries.

In praising the Hard Hat Tour of the Castle earlier that day, a Member commented that he would wish to see, in the future, all of the county's heritage and cultural assets supporting each other. In response, Councillor Cozens advised that she would also welcome the development of one ticket allowing access to all venues.

In closing the debate, the Chair thanked Councillor Cozens for her presentation and the ongoing work within the Heritage & Culture Business Unit.

AGREED (unanimously) that the report and verbal presentation be noted.

223 UPDATE ON ESTATE WALKABOUTS WORKING GROUP

The Committee considered the report presented jointly by the Chair of the Estate Walkabouts Working Group, Councillor Penny Rainbow and the Transformation & Service Improvement Graduate Trainee which sought to provide an update and the recommendations following a comprehensive review of the Council's Estate Walkabouts.

The report set out the rationale for the establishment of the Working Group, listing the members who participated at paragraph 1.3. Details of the sessions held, the work undertaken and the outcome of those sessions were provided together with the next steps and the timelines for implementation. Paragraph 8 of the report provided full details of each of the six recommendations being present to the Committee for consideration.

In considering the report, Members thanked both Councillor Rainbow and Councillor Holloway for requesting the group be established and to officers who facilitated the work of the group. A Member commented that the work of the group demonstrated to tenants that their areas and communities were important to the Council.

AGREED (unanimously) that the following actions be endorsed:

- a) the re-naming of Estate Walkabouts to Community Walkabouts;
- b) the reduction of the walkabout schedule;
- c) the newly developed supporting documentation;
- d) the introduction of a refined assurance pathway;
- e) the timeline as detailed in Section 6 of the report; and
- f) all recommendations be forwarded to Housing Services for implementation.

224 UPDATE ON HERITAGE & CULTURE WORKING GROUP

The Chair of the Heritage & Culture Working Group, Councillor David Moore, advised that the next meeting of the group was to be held the following day, Tuesday, 14 April 2026.

225 CABINET FORWARD PLAN (MARCH TO JUNE 2026)

NOTED the Forward Plan of the Cabinet for the period March to June 2026.

226 MINUTES OF CABINET MEETINGS

NOTED the Cabinet Minutes from the meetings held on 24 February and 24 March.

227 PROVISIONAL ITEMS FOR FUTURE AGENDAS

- Review of Grant Schemes
- Sherwood & Newark Citizens Advice Update
- Councillors Ward Scheme
- Q4 Housing Compliance Update
- Appointment of Members to Tenant Engagement Board and Planning Policy Board
- Tenant Engagement Strategy – Full Review with Substantial Changes

- Housing Repairs & Empty Homes - Annual Report
- Performance Framework
- Yorke Drive Update

Meeting closed at 8.18 pm.

Chair



Report to: Policy & Performance Improvement Committee – 1 June 2026

Director Lead: Suzanne Shead, Housing, Health & Wellbeing

Lead Officer: Julie Davidson, Business Manager - Housing Services

Report Summary	
Report Title	Housing Services – 2025-26 Year-End Performance Outturn
Purpose of Report	To provide the Policy & Performance Improvement Committee with an overview of performance for the year 2025-26
Recommendations	That the Policy & Performance Improvement Committee notes the performance of the Housing Services Business Unit.
Reason for Recommendation	To ensure that the Policy & Performance Improvement Committee retains assurance and oversight of performance within the Housing Services Business Unit.

1.0 Background

1.1 The Housing Services Business Unit provides services across homelessness, lettings, tenancy management, careline and tenant engagement. This annual outturn report provides additional detail, supplementing the information contained within the Council’s Community Plan. The report summarises outcomes, satisfaction with services, service delivery by diversity strand and identifies both areas of strength and areas requiring improvement.

1.2 This return supports regulatory assurance against several Consumer Standards co-regulated with the Regulator of Social Housing – the Tenancy Standard, Neighbourhood & Community and Transparency, Influence & Accountability to provide clear internal governance and scrutiny of how our services meet these standards.

2.0 Overview of Performance – Key Strengths and Challenges

2.1 During 2025/26, Housing Services delivered a broad range of statutory and preventative services, managing sustained demand pressures alongside major IT system changes.

2.2 **Key Strengths**

- Strong homelessness prevention and relief outcomes (section 2.5)
- High levels of tenancy sustainment (over 12 months) for those leaving temporary accommodation and moving into our council homes (section 2.7)
- Excellent performance and satisfaction across careline services (**See Appendix 1**)

- High levels of tenant engagement and involvement (section 2.8)
- Positive year-on-year movement in several Tenant Satisfaction Measures (section 2.9)

2.3 Key Challenges

- Relet performance fell below target (see section 2.6)
- Contractor performance and major works have impacted improvement in relet times

2.4 Improvement actions are in place and closely monitored through the Council’s Senior Leadership Team, Tenant Engagement Board and the Housing Performance Improvement Board, with recovery on those areas not meeting target expected to be evidenced during Quarter 3 of 2026/27.

2.5 Performance in Homelessness & Temporary Accommodation

2.5.1 Homelessness services remain a strong area of performance and assurance.

2.5.2 Key Performance

- Average time in temporary accommodation for households owed a duty was 9.9 weeks, outperforming the 13-week target.
- 93% of residents were satisfied with temporary accommodation (target 92%).
- The team successfully prevented 153 households’ from becoming homeless and supported 136 homeless households into settled accommodation.
- 16 main duties accepted (where the team have been unable to prevent or relieve homelessness and the individual/household is homeless, eligible, has a priority need and is not intentionally homeless). This outturn demonstrates the positive and successful impact of strong early intervention to prevent homelessness.
- 100% of households sustained their Council tenancies 12 months after leaving temporary accommodation demonstrating the success in supporting households to move on.
- We are investing c£500,000 improving our temporary accommodation at Wellow Green this year.

2.6 Empty Homes & Re-Lets

2.6.1 During 2025-26, the Council let 323 properties, 15 less properties than in 2024-25:

Empty Homes Category	Number
Minor works relets	163
Major works relet	127
Extra care	20
New build – First letting	13
Total	323

2.6.2 Re-let performance has been the main area of under-performance during 2025/26 with the average time to re-let a council property at 77 days compared to the target of 28 days and satisfaction with the Lettings Service remains high at 97%.

- 2.6.3 The team has responded to the dip in performance with additional resources in the repairs team to help reduce the number of empty homes requiring works prior to being re-let, strengthened contractor management including weekly performance meetings and enhanced performance management to ensure that contractors are delivering to the time and quality required. Improvements are already being felt, with a significant increase in lettings during February and March this year.

2.7 Tenancy Management & Anti-Social Behaviour

Key Performance

- Tenancy turnover remained stable at 6.3%.
- 179 ASB cases reported in the year including four hate crime & seven domestic abuse.
- Satisfaction with the management of Anti-Social Behaviour has improved year on year at 66.6%, improving from 64.6% in 2024-25 last year and 61.3% in 2023-24.
- The Tenant Engagement Board reviewed the Council's improvement in performance and has chosen not to scrutinise this service in 2026-27 but will monitor the results of questions around ASB being asked as part of our tenant satisfaction questions.
- Levels of eviction remain low at two cases for ASB in 2025-26, demonstrating how eviction is used as last resort and the effective impact of early intervention where tenancies are at risk - and our approach of engagement before enforcement.
- This is considered a strong outcome considering the complexity of cases managed.
- 15 Mutual Exchanges were undertaken.
- 200 tenancies were successfully converted from Introductory tenancies to Secure tenancies.
- Five Introductory tenancies were extended, allowing residents an opportunity to demonstrate compliance with tenancy requirements.
- 50 informal warning notices were served for tenancy breaches.
- Getting to Know You visits made achieved 81% against a target of 75%.

2.8 Tenant Engagement

Key Performance

- 1,313 tenants actively engaged with Housing Services over the year.
- 51 activities and opportunities have been delivered with tenants to get involved in influencing service delivery including: community link groups, the involvement of tenant engagement champions who co-wrote the independent living procedure and the tenant engagement board who co-produced the revised gas access procedure.
- 2,059 visitors attended the Boughton Community Hub with thirteen tenants supported back into work through Boughton Hub alone.

2.9 Tenant Satisfaction Measures

- 2.9.1 The Transparency, Influence and Accountability Consumer Standard set by the Regulator of Social Housing requires all registered providers of social housing to collect and report annually on their performance using a core set of defined measures.

2.9.2 The table below shows the Councils performance across the key Tenant Satisfaction Measures directly impacted by the Housing Services Unit. Most indicators show improvement compared with the previous year, with the exception of complaints (from 44.3% to 37.6%) and satisfaction with contribution to neighbourhood (which has decreased by 0.3%).

	% 24/25	% 25/26
Overall Satisfaction	77.2	78
Listens to views and acts	67.2	67.5
Keeps you informed	72.4	73.4
Treated fairly and with respect	82.4	80.7
Approach to complaints (Housing wide)	44.3	37.6
Communal areas clean	71.5	75.2
Contribution to neighbourhood	71.9	71.6
Approach to ASB	64.4	66.6

A separate report will follow to provide more detailed information relating to the Tenant Satisfaction Measures, as the performance above is a high-level snapshot.

2.9.3 A detailed review into complaints across the Directorate was undertaken in 2025-26 to allow learning from complaint themes and to ensure that complaints were not disproportionate across any tenant group e.g. by age or ethnicity. Monthly transitional survey results (of those who have had a complaint with the Housing Directorate) demonstrate an improvement in the percentage of residents satisfied with the approach to complaints, to 66% for 25-26.

2.10 Performance Insight – Diversity Monitoring

2.10.1 **Appendix 2** to this report shows the lettings in year, by diversity strand. This analysis is undertaken to allow oversight and assurance that lettings are being fairly allocated to those on the housing register.

2.10.2 The data at **Appendix 2** shows that:

- 65.9% of homes were let to females compared to 62.8% of females listed as the main applicant on the housing register. Whilst a marginal difference, this will be monitored during 2026-27.
- 58.8% of homes were let to those over 45 years of age, despite a lower level (46.9%) of those on the register over 45.
- 17.9% of properties were let to applicants with a disability compared to 13.3% on the register with a disability.
- Both the difference in age and disability is unsurprising when considering the stock profile - (47% of the council's homes are classified as supported with over 1900 bungalows).
- Where differences are noted across lettings by Nationality, Sexual Orientation, Religion and Ethnic Origin, numbers are so low which makes comparisons challenging.

2.10.3 During 2026-27, the housing team will be increasing the level of diversity information held about out tenants, through undertaking the Tenant Census project, which will allow us to develop our insight further (including satisfaction with services by protected characteristic), providing insight on service delivery, and enabling better tailoring of our services to the needs of our tenants.

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.

Implications Considered			
Yes – relevant and included / NA – not applicable			
Financial	Yes	Equality & Diversity	Yes
Human Resources	NA	Human Rights	NA
Legal	NA	Data Protection	NA
Digital & Cyber Security	NA	Safeguarding	NA
Sustainability	NA	Crime & Disorder	NA
LGR	NA	Tenant Consultation	NA

Financial Implications (FIN26-27/1433)

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

The 2025-26 financial outturn position is still being finalised and will be reported to Policy & Performance & Improvement Committee in July 2026.

Equality & Diversity implications

3.2 This report provides assurance that services are equitable and free from discrimination and is tabled for discussion at the next Tenant Engagement Board (21 May 2026).

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

Management Performance Indicators –2025-26

RAG Criteria

- **Green (□):** Target met or exceeded
- **Amber (◻):** Below target but improving / trend or mitigation in place
- **Red (●):** Significantly below target / structural impact

Indicator	Value	Target	RAG
Avg time in TA – rough sleepers	24.0	Trend	□
Avg time in TA – duty cases	9.9	13.0	□
Avg relet time – all	77	28	●
Careline calls within 60s	99%	97.5%	□
Rent loss through voids	N/A	2.4%	□
Careline installs (total)	760	Trend	□
Careline installs ≤10 days	99%	100%	□
ASB evictions	2	Trend	□
New ASB cases	179	Trend	□
Tenancy turnover	6.3%	Trend	□
Properties needing major works	39	Trend	□
Properties ready to let	48	Trend	□
Lettings satisfaction	97%	95%	□

Consideration of Performance by Diversity Strand (all tenancies)

2025-26 Lettings (and new tenancies) - Performance Report

Note – the number of new tenancies created is higher than the number of lettings in the year as it includes assignments, succession, decants and all tenancies associated with a mutual exchange.

Total Tenancies created by Diversity Strand

Gender	Housing Register Main Applicant		Lettings 2025-26 Main Applicant	
	Count	Percent	Count	Percent
FEMALE	2,444	62.8%	243	65.9%
MALE	1,448	37.2%	126	34.1%
Blank	0	0.0%	0	0.0%
Total	3,892	100.0%	369	100.0%

Age distribution	Housing Register Main Applicant		Lettings 2025-26 Main Applicant	
	Count	Percent	Count	Percent
Age band				
0–17	4	0.1%	0	0.0%
18–24	434	11.2%	28	7.6%
25–34	834	21.4%	66	17.9%
35–44	796	20.5%	59	16.0%
45–54	498	12.8%	49	13.3%
55–64	475	12.2%	56	15.2%
65–74	434	11.2%	61	16.5%
75–84	305	7.8%	41	11.1%
85+	112	2.9%	9	2.4%
Blank	0	0		
Total	3,892	100.0%	369	100.0%

Disability	Housing Register Main Applicant		Lettings 2025-26 Main Applicant	
	Count	Percent	Count	Percent
Disability				
N	3,376	86.7%	303	82.1%
Y	516	13.3%	66	17.9%
Blank	0	0.0%	0	0.0%
Total	3,892	100.0%	369	100.0%

Nationality	Housing Register Main Applicant		Lettings 2025-26 Main Applicant	
	Count	Percent	Count	Percent
Nationality				
(Blank)	267	6.9%	3	0.8%
BRITISH	3,136	80.6%	335	90.8%
EEA	255	6.6%	15	4.1%
ENGLISH	158	4.1%	9	2.4%
OTHER	70	1.8%	6	1.6%
PREFER NOT TO SAY	6	0.2%	1	0.3%
Total	3,892	100.0%	369	100.0%

Sexual Orientation	Housing Register Main Applicant		Lettings 2025-26 Main Applicant	
	Count	Percent	Count	Percent
(Blank)	596	15.3%	95	25.7%
BISEXUAL	67	1.7%	7	1.9%
GAYLES	75	1.9%	3	0.8%
HETERO	2,879	74.0%	233	63.1%
OTHER	29	0.7%	3	0.8%
PREFER NOT TO SAY	246	6.3%	28	7.6%
Total	3,892	100.0%	369	100.0%

Religion	Housing Register Main Applicant		Lettings 2025-26 Main Applicant	
	Count	Percent	Count	Percent
(Blank)	1,101	28.3%	154	41.7%
CHRISTIAN	1,351	34.7%	114	30.9%
MUSLIM	24	0.6%	2	0.5%
NON	1,315	33.8%	88	23.8%
OTHER	48	1.2%	2	0.5%
PREFER NOT TO SAY	53	1.4%	9	2.4%
Total	3,892	100.0%	369	100.0%

Ethnic Origin	Housing Register Main Applicant		Lettings 2025-26 Main Applicant	
	Count	Percent	Count	Percent
ASIANBRIT	16	0.4%	2	0.5%
BLACKOTHER	28	0.7%	1	0.3%
MIXED	39	1.0%	7	1.9%
OTHER	20	0.5%	3	0.8%
PREFER NOT TO SAY	18	0.5%	4	1.1%
WHITE	3,688	94.8%	352	95.4%
Blank	83	2.1%		
Total	3,892	100.0%	369	100.0%



Report to: Policy & Performance Improvement Committee – 1st June 2026
 Director Lead: Suzanne Shead, Director of Housing, Health and Wellbeing
 Lead Officer: Jordan Hempenstall, Business Manager – Housing Repairs and Empty Homes

Report Summary	
Report Title	Housing Repairs & Empty Homes: Year-End 2025 – 2026 Report
Purpose of Report	This report provides year-end overview of performance across Responsive Repairs including damp & mould and Empty Homes. It sets out areas of strength, improvement and underperformance and actions taken to maintain assurance and service grip, together with the key priorities for 2026 –27.
Recommendations	That Policy & Performance Improvement Committee: <ul style="list-style-type: none"> a) note the year-end performance position for the service; b) acknowledge the progress achieved in the second half of the year, evidenced through validated Q3–Q4 performance data and improved tenant satisfaction outcomes; and c) note the service’s forward readiness activity, including horizon scanning and preparations for emerging regulatory requirements such as future phases of Awaab’s Law and Decent Homes 2025.
Reason for Recommendation	This report supports: <p>Ambition 2 of the Community Plan to increase the supply of housing, in particular decent homes that residents can afford to buy and rent, as well as improving housing standards; and,</p> <p>Ambition 7 to be a top performing, modern and accessible Council that gets its everyday services right for the residents and businesses that it serves.</p>

1.0 Background

1.1 The 2025/26 financial year has been a period of significant transition for the Responsive Repairs & Empty Homes service. The most material influence on service performance during the year was the implementation of the new Housing Management System (NEC) in May 2025, which introduced fundamental changes to workflows, data structures and reporting across repairs, empty homes and customer contact.

- 1.2 Significant work has been undertaken to embed new processes, train staff, refine system configuration and align reporting outputs with the Council's performance framework.
- 1.3 In several areas, system functionality remains in development, resulting in the continued use of manual validation and PowerBI reporting whilst the team work with NEC to refine the system to fully reflect operational activity.
- 1.4 Alongside system implementation, the service experienced heightened operational pressures including:
- Increased demand and customer contact following the introduction of Awaab's Law on 27th October 2025
 - Resource constraints linked to recruitment, retention and the time required for new staff to become fully operational
 - Contractor performance and capacity challenges, most notably affecting empty homes and major works relets
 - Delays with empty homes, particularly in complex and properties requiring major works
- 1.5 From the second half of the year, the focus shifted from implementation of the new system to performance recovery. Validated Q3 - Q4 data demonstrates sustained improvement across core responsive repairs measures, including reduced end-to-end repair times, improved compliance with target timescales and recovery in tenant satisfaction. This indicates that service improvements are being experienced by residents, notwithstanding ongoing system constraints.
- 1.6 Empty homes performance out turned below target at year end and reflects the cumulative impact of contractor performance issues and system disruption, rather than in-year service failure. A strengthened management response has been implemented, supported by enhanced governance, additional resources and closer contractor oversight.

2.0 End of Year Performance

- 2.1 Overall, the service has demonstrated sustained improvement in the second half of the year, supported by:
- Stabilisation of core repairs delivery
 - Improved operational grip and governance
 - Validated performance data from Q3–Q4
 - Strengthening tenant satisfaction measures
 - Clear improvement plan for empty homes

Responsive Repairs

- 2.2 Responsive Repairs performance showed improvement during Q4 2025-26, with end-to-end repair times exceeding target and consistent improvement across emergency, routine, and overall completion rates. While headline performance is below target in some measures, the direction of travel is positive.

KPI	Year-End Performance	Target	Comments
Average end-to-end time for all reactive repairs (calendar days)	11.0 days	16.0 days	Performance exceeded the year-end target, confirming overall improvement in end-to-end delivery times.
% of emergency repairs completed within target	86.5%	99.5%	Performance remains below target. Data-cleansing activity is underway.
% of routine (non-urgent) repairs completed within target	85.4%	95.0%	Below target at year end.
% of all reactive repairs completed within target time	85.8%	95.0%	Consistent position with routine repairs; Improvement expected following completion of data-cleansing.
% of repairs completed at first visit	76.1%	93.0%	Below target at year end. KPI remains under continuous review.
Average call answer time (seconds)	635 seconds	60 seconds	

2.3 Early results of the Tenant Satisfaction Measures for 2025/26 provide further assurance that service improvements are being experienced by tenants, with both TP02 and TP03 improving year-on-year and exceeding inception benchmarks as outlined below.

Tenant Satisfaction Measure	2023-24 Year 1	2024-25 Year 2	2025-26 Year 3	Change since inception
TP02 – Overall repairs service	75.2%	72.3% (-2.9%)	76.6% (+4.3%)	+1.4%
TP03 – Repairs: Time Taken	69%	65.5% (-3.5%)	70.6% (+5.1%)	+1.6%

A separate report will follow to provide more detailed information relating to the Tenant Satisfaction Measures, as the performance above is a high-level snapshot.

2.4 The team continue to progress to full automation of reporting through system refinement, data cleansing, and benchmarking with neighbouring authorities.

Focus on Damp and Mould

2.5

KPI	Q4 Performance	SLT High-Level Commentary
New damp & mould hazards reported (DMA + DMB + DMC) per 1,000 properties	86.93	High reporting volumes reflect improved identification, awareness, and reporting of damp and mould cases during Q4.
Damp & mould hazards completed (DMA + DMB + DMC) per 1,000 properties	59.73	Completion volumes increased and there is a continued management focus on throughput and prioritisation of damp and mould repairs.
Emergency damp & mould hazards (DMA) resolved within 24 hours	82.22%	Performance below target, although the majority of emergency cases were resolved within timescales. Capacity and competing demand pressures impacted achievement of full compliance. This is an area of focus for 2026-27.
Non-emergency damp & mould hazards (DMB + DMC) initiated within target	81.93%	Combined non-emergency performance reflects pressure across both significant and routine categories, with improvement opportunity identified.
All damp & mould hazards initiated within target	81.95%	

Empty Homes

- 2.6 The Empty Homes team acts as the contractor for Housing Services and work together to deliver the Empty Homes service. Performance finished below target in 2025–26 with average relet times exceeding target and this is covered by the Housing Services Year End report.
- 2.7 An improvement plan is in place together with a new Major Works contractor, additional resources, and weekly performance meetings. Performance will continue to be reported to show improvement in performance.

Look Forward – 2026/27

- 2.8 Over the next 12 months, the Responsive Repairs, Damp & Mould and Empty Homes service will continue its improvement journey whilst strengthening preparedness for emerging regulatory and policy requirements. Alongside operational improvement, the service will be horizon scanning and undertaking anticipatory planning to ensure the service is well positioned to respond to further regulatory changes and external scrutiny.

The service is on the Audit plan for 2026-27.

2.9 The service will maintain active oversight of the evolving social housing regulatory landscape, with particular focus on expected areas of further legislation and regulation.

2.9.1 Awaab's Law – Phase 2 and Future Requirements

While current arrangements prioritise timely identification and mitigation of damp and mould hazards, further regulation is expected to expand legislation around more hazards that are considered by the Housing, Health and Safety Rating System.

2.9.2 Decent Homes 2025 (DHS2)

Ensuring homes meet the new Decent Homes standard by 2035 will be achieved though alignment between asset condition data, repairs activity and planned investment. Preparatory work is focusing on:

- Ensuring accurate and accessible stock condition information
- Strengthening links between compliance-driven repairs, planned works and asset investment decisions
- Ensuring the repairs service supports early identification and remediation of non-decency issues including when homes are empty

2.9.3 Housing Health and Safety Rating System (HHSRS)

Continued regulatory emphasis on hazard identification and management will require greater consistency in how hazards are assessed, recorded and addressed. The service will:

- Continue to apply guidance and training on hazard recognition and categorisation
- Improve auditability of decisions and actions linked to higher-risk categories
- Ensure that repairs, damp & mould and asset teams operate to a shared understanding of risk and compliance thresholds

2.10 Anticipating Future Sector Requirements

In addition to known regulatory changes, the service will also:

- Respond to the Regulator of Social Housing grading
- Continued scrutiny of complaint handling, response times and evidencing of learning
- Transparency requirements around performance, engagement and tenant outcomes
- Respond to rising demand pressures linked to housing condition, energy efficiency and affordability

By the end of 2026-27 the service aims to operate with:

- Strong regulatory confidence and compliance visibility
- Effective integration between repairs and building safety and asset management functions
- Robust performance and compliance reporting

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.

Implications Considered			
Yes – relevant and included / NA – not applicable			
Financial	Yes	Equality & Diversity	NA
Human Resources	NA	Human Rights	NA
Legal	NA	Data Protection	NA
Digital & Cyber Security	NA	Safeguarding	NA
Sustainability	NA	Crime & Disorder	NA
LGR	NA	Tenant Consultation	Yes

Financial Implications (FIN26-27/4900)

3.1 The revenue budget and draft outturn position for 2025/26 is shown below:

Service Area	Revised Budget	DRAFT Outturn	Unfavourable/ (Favourable) Variance
Responsive Repairs	£2.994m	£3.097m	£0.103m
Damp and mould	£0.266m	£0.282m	£0.016m
Empty Homes	£1.234m	£1.227m	(£0.007)
Total	£4.494m	£4.606m	£0.112m

The final Housing Revenue Account outturn position will be reported to SLT, Policy Performance and Improvement Committee and Cabinet in July 2026.

The 2026/27 Revenue budget is £3.112m for Responsive Repairs, £0.873m for damp and mould and £1.080m for Empty Homes. This represents an increase overall of £0.571m compared to the 2025/26 budget of £4.494m shown above and will be monitored and reported on throughout the year.

Tenant Consultation

3.2 Performance in this service has been discussed at Housing Performance and Improvement Board and this report is scheduled for discussion at the next Tenant Engagement Board on 21 May. Involved tenants have requested that this service is subject to scrutiny this financial year.

3.3 Tenants reviewed the Repairs Policy in 2025 and introduced of service standards that will be reported regularly to the Tenant Engagement Board.

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



Report to: Policy & Performance Improvement Committee – 1 June 2026

Director Lead: Deborah Johnson, Customer Services & Organisational Development

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

Report Summary	
Report Title	Local Outcomes Framework
Purpose of Report	This report has been prepared to update the Policy & Performance Improvement Committee on recent developments related to the local government outcomes framework. It aims to outline the implications of the framework's implementation on the operations of Newark & Sherwood District Council, with particular emphasis on its performance framework.
Recommendations	The Committee are asked to note the likely impact of the framework outlined throughout the report.
Reason for Recommendation	The Committee receives quarterly reports on progress against the Council's Community Plan, using the key performance indicators set out in the Performance Framework. This report provides Members with the annual update to the Performance Framework and the refreshed set of performance indicators for information and awareness.

1.0 Background

1.1 In her speech at the LGA Conference on 3 July 2025, the then Deputy Prime Minister announced the launch of the Local Government Outcomes Framework (LGOF). This framework introduces an outcome-based accountability approach for councils in England and is intended to support councils in their role as place leaders.

The Framework establishes 16 outcomes that the Government aims to achieve in collaboration with local authorities, supporting the delivery of core national priorities for residents and communities. These will be underpinned by outcome metrics drawing from existing data sources to show how progress will be measured. This approach forms part of the wider reform agenda for local government, to ensure councils are fit, legal and decent.

1.2 Councils were encouraged to consult on the introduction of the framework and submit their comments before the deadline on the 12 September 2025.

Feedback was received on several themes including Framework design, Feedback on metric selection, use of the framework and on timings and the digital product. The full detail is available at section 8 of the paper via: [Local Outcomes Framework - GOV.UK](#)

- 1.3 On 12 February 2026 the policy paper was updated as it introduced the 'Local Outcomes Framework'. (Known as the 'LOF' or the 'Framework')

This first version of the Framework covers the Spending Review period to 2028-29 and is aimed at providing certainty for local government and local partners to enable budget and business planning. The Framework will be refreshed alongside Spending Reviews.

2.0 Proposal /Options Considered

- 2.1 The foreword is presented by Alison McGovern MP, the Minister of State for Local Government and Homelessness, who reiterates that local government success depends on recognising the distinct economic and social contexts of each place and tailoring services accordingly to support growth and improve lives. McGovern suggests that the Local Outcomes Framework provides a shared, outcome focused approach that aligns local and national priorities, underlining the central role councils play in raising living standards across England.

The minister also states that government is equipping councils with the freedom and tools to deliver what matters most for their communities through greater funding certainty, reform of audit and assurance, reduced grant conditions and a shift away from central micromanagement. Also, that by bringing outcomes data together in one place, the framework will improve transparency and ensures progress is judged consistently, with support focused on collaboration and self-improvement where outcomes fall short.

The overarching aim is that working together through this approach will help build stronger councils, better services and more empowered communities.

You can see the minister's full comments and the framework in its entirety via the following link: [Local Outcomes Framework - GOV.UK](#)

- 2.2 **Purpose.** The primary purpose of the Framework is to provide a robust, standardised approach to measuring the outcomes of local government activity. It seeks to shift the focus from process-based metrics to outcome-based accountability, ensuring that councils are assessed on the real-world impact of their services.
- 2.3 **Framework Metrics.** The Local Outcomes Framework tracks progress mainly using outcome metrics, which show the actual results achieved. In some cases, a small number of output metrics are also used to help to highlight the specific actions taken by local authorities, especially when it is difficult to separate their impact from the overall outcomes. Additionally, output metrics may act as substitutes when it is not possible to measure a key outcome directly, for example, if there is no suitable outcome data available.

The current framework version includes 16 domains across areas such as housing, health and wellbeing, transport and infrastructure and social care. Each metric uses multiple data sources to measure outcomes and where required sources are identified to measure output.

The Government have selected metrics that meet the following standards:

- data already exists and is publicly available (or has already been announced as in development)
- data is reported down to the local authority area level
- data is from official statistics where possible, or of comparable quality
- data is reported frequently enough to understand trends, ideally at least annually
- data is, or can be, standardised in some way (e.g. against population) to allow for meaningful comparisons.

Although the majority of proposed metrics meet these standards, there are a few exceptions. There are a small number of metrics that are reported less frequently than annually, for example 'Indices of Multiple Deprivation (IMD) average score', which is included under the Economic Prosperity and Regeneration outcome and is the accepted and well-established metric

2.4 Public presentation. The results and measurements for every local authority area will be made available on gov.uk. Publishing this information helps increase transparency, giving residents, government bodies, and local partners a unified perspective on developments.

Each local area's outcomes will be compared with those facing similar contexts and challenges. To facilitate this, a statistical neighbour's model is currently in development.

The model will align areas based on 21 categories which include deprivation, income, digital connectivity, education rate and population size. For a full list of the categories used and for more details please follow: [Local Government Outcomes: Statistical Neighbours model - GOV.UK.](#)

The presentation and methods will be tested with users and will continue to develop through continued user research and engagement. The government intends to launch a digital tool in 2026 and further information is awaited on this.

2.5 Summary overview. The framework is underpinned by nationally defined outcome indicators spanning key domains such as economic development, health, community safety, environment, and service efficiency.

Councils are required to publish annual reports, integrating both qualitative and quantitative data, with flexibility to add local measures. This approach enhances transparency, comparability, and supports strategic alignment between local and national objectives, while establishing a basis for resource allocation and policy evaluation.

The framework encourages continuous improvement by identifying best practice and areas for development. However, implementation presents challenges, including increased administrative burden, potential overemphasis on quantifiable outcomes, and reliance on robust data systems. Local adaptation must be balanced to maintain consistency in national reporting.

Local Government Reorganisation preparations will help facilitate collaborative improvements and the council’s existing performance framework is well placed to meet the demands of additional reporting.

3.0 Impact on Newark and Sherwood District Council

3.1 **Integration.** The Framework will be integrated into the councils existing performance framework through the alignment of local key performance indicators (KPIs) with national outcome measures. Performance dashboards will be updated to reflect the new reporting requirements where required and internal governance processes strengthened to support effective monitoring and challenge.

3.2 **Overlaps and Enhancements.** While there is some overlap between the Framework and the council’s current performance indicators, the framework has introduced a greater emphasis on outcomes rather than outputs. This will enhance the council’s capacity to demonstrate the real-world impact of its services, both to residents and to central government.

The introduction of the Framework has also prompted a review of data quality and collection methods to ensure that the data submitted is accurate and a true reflection of the council’s outputs. Good data in, good data out.

Opportunities for shared learning and benchmarking with peer authorities will be expanded, supporting ongoing improvement and this has already developed throughout the LGR preparation to date. These relationships will be particularly important in areas where we work more closely with partners in delivering services for example across our public health functions and specific housing functions such as tackling homelessness and rough sleeping.

3.3 **Operational Changes.** The adoption of the Framework necessitated a review and realignment of the council’s existing performance framework systems but at a time when the annual review was underway.

The 2026/27 Performance Framework was approved by SLT and will subsequently be presented to PPIC and Cabinet in June and July respectively. It consists of 90 key performance indicators. Additionally, there are upwards of a further 350 performance indicators in place but are used internally by Business Managers to assess the performance of their service areas and are not reported externally.

How the Local Outcomes Framework Aligns.

There are 16 domains contained within the Local Outcomes Framework and within those 16 domains there are 139 proposed metrics. Based on the desktop assessment carried out, the percentage breakdown of those 139 metrics is shown below.

Organisation	Estimated Responsibility of Metrics (%)
Nottinghamshire County Council	53%
Newark & Sherwood District Council	31%
Partner Agencies (EMCCA and NHS)	10%
Other Partner Agencies	6%

In terms of the impact that this might have on the Performance Framework, such as whether additional key performance indicators are required, a further assessment was carried out to cross reference existing key performance indicators with the Local Outcomes Framework metrics.

It is estimated that of the 139 total metrics, the council will be responsible for reporting on approximately 44, split across 9 Business Units. 21 (47.73%) of the total 44 metrics have at least one or more current performance indicators within our Performance Framework. This includes both key performance indicators which are published quarterly, as well as management performance indicators which are used internally only. The remaining 23 (52.27%) did not have a comparable current performance indicator in place.

As such, some of the key operational changes may include the introduction of new data collection protocols, enhanced staff training on outcome measurement, and potentially the establishment of a cross-departmental working group to oversee framework implementation.

The framework's outcome indicators will further inform the council's service planning and resource allocation processes, with departments now required to demonstrate how their activities contribute to the achievement of specified outcomes. This will foster a more integrated, results-focused approach to service delivery.

- 3.4 **Reporting.** It is anticipated that statutory returns for the Local Outcomes Framework will be submitted to Government on an annual basis from 2026/27 onwards. Internally, reporting arrangements will be aligned to the Council's existing Performance Framework and as such Local Outcomes Framework returns will be incorporated into the yearend Community Plan Performance Report and shared with SLT, PPIC, and Cabinet as an accompanying appendix.

However, it will be important to preface such reports with a disclaimer that some data sources underpinning the Framework are not published annually. For example, the Indices of Multiple Deprivation (IMD) are released nationally every five years, while Census data is published once every ten years. As a result, the reliability and timeliness of certain indicators may diminish over the duration of the reporting cycle. Where national datasets become outdated, supplementary insight may need to be drawn from local intelligence sources, including Community Plan performance monitoring, service level reporting, and community consultation activity.

- 3.5 **Strategic Alignment.** The Council's Community Plan has been mapped against the framework's outcome domains contain metrics that the Council would submit data against.

The infographic below shows that of the Council's 7 Community Plan Ambitions, 5 of these align to 7 of the Local Outcome Framework domains. All Local Outcome Framework domains that NSDC have reportability over align to one the Council's Community Plan Ambitions.



The framework also encourages greater collaboration with external partners, such as health services and voluntary organisations, to deliver joint outcomes for the community. The Council enjoy positive relationships with partners - public, private and voluntary/community which are generally purposeful. The geography and diversity of our place is such that a single, overarching partnership is often inappropriate which means that we often partner on a community, thematic or sub-District level (as well as at a County and East Midlands level too). This means that we are already on a solid footing to meet this area of the framework's approach.

4.0 Proposal/Options Considered

4.1 The Local Government Outcomes Framework represents a significant evolution in the way local government performance is measured and managed. For the Council, the framework could bring about meaningful changes in operational practice and strategic planning, while also presenting new challenges in terms of data management and reporting.

By embedding the principles of the Local Outcomes Framework into all aspects of its operations, the Council will be well positioned to deliver improved outcomes for its residents and demonstrate leadership within the local government sector.

4.2 The Committee are asked to note the likely impact of the framework outlined throughout the report.

5.0 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.

Implications Considered			
Yes – relevant and included / NA – not applicable			
Financial	N/A	Equality & Diversity	N/A
Human Resources	N/A	Human Rights	N/A
Legal	N/A	Data Protection	N/A
Digital & Cyber Security	N/A	Safeguarding	N/A
Sustainability	N/A	Crime & Disorder	N/A
LGR	N/A	Tenant Consultation	N/A

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



Report to: Policy & Performance Improvement Committee – 1 June 2026

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

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

Report Summary	
Report Title	Performance Framework 2026-27
Purpose of Report	To provide the Policy and Performance Improvement Committee with an update on the Performance Framework and indicators that will be used to monitor and measure our performance against the Community Plan.
Recommendations	That the Policy & Performance Improvement Committee note the Corporate Planning, Performance Management & Assurance Framework (Appendix 1) and the refreshed performance indicators (Appendix 2)
Reason for Recommendation	The Committee receives quarterly reports on progress against the Council's Community Plan, using the key performance indicators set out in the Performance Framework. This report provides Members with the annual update to the Performance Framework and the refreshed set of performance indicators for information and awareness.

1.0 Background

- 1.1 The Council's performance framework sets out how we plan, monitor and evidence delivery of our priorities. It links the Community Plan ambitions to business plans and a basket of key performance indicators, supported by financial and customer feedback reporting. The framework provides a consistent approach for SLT and Members to routinely monitor performance, identify risks and underperformance early, and take timely action. It also strengthens organisational assurance by bringing together key sources of evidence so that senior officers, and where appropriate Members, can be confident that the Council is delivering objectives in an economical, efficient and effective manner and meeting relevant statutory and regulatory requirements.
- 1.2 The key performance indicators set out in the Performance Framework are used to measure performance against the actions detailed within the Community Plan and are owned by relevant Business Managers, who review the performance indicators relevant to their business unit each year in line with the business planning cycle.

The relevant Director responsible for that business unit will also review these indicators alongside the Business Manager, before the Council wide list of indicators are taken to SLT for approval. The indicators are shared with Members annually for information and awareness, prior to the reporting cycle commencing from Quarter 1 of the new financial year.

2.0 Proposal /Options Considered

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

3.0 Implications

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

Implications Considered			
Yes – relevant and included / NA – not applicable			
Financial	N/A	Equality & Diversity	N/A
Human Resources	N/A	Human Rights	N/A
Legal	N/A	Data Protection	N/A
Digital & Cyber Security	N/A	Safeguarding	N/A
Sustainability	N/A	Crime & Disorder	N/A
LGR	N/A	Tenant Consultation	N/A

Background Papers and Published Documents

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

None

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



Document Title	Corporate Planning, Performance Management and Assurance Framework	
Version Number	2026/27	
Lead Director	Customer Services and Organisational Development	
Lead Business Unit	Transformation and Service Improvement	
SLT Approval Dates	Scheduled for 21 April 2026	
Annual Review Dates	PPIC	Cabinet
	14 April 2025	10 June 2025
	Scheduled for 01 June 2026	Scheduled for 21 July 2026

1. Introduction

- 1.1 This document sets out the arrangements for effective corporate planning, performance management and assurance at Newark and Sherwood District Council (NSDC).
- 1.2 Our corporate planning process includes setting the direction for the Council, devising outcomes and identifying relevant supporting actions to help us deliver the outcomes, within the resources available.
- 1.3 Our performance management arrangements include the framework and processes established by the Senior Leadership Team (SLT) to routinely monitor and manage performance across the Council. Through strategic oversight SLT will ensure that Business Managers deliver in accordance with objectives included within their business plans which in turn will facilitate delivery against the ambitions and actions included within the Council's Community Plan.
- 1.4 Our corporate assurance arrangements are intended to provide assurance to SLT, and where appropriate members, on corporate and strategic matters not reported through alternate mechanisms. The activities undertaken as part of this process supplement existing assurance arrangements including, but not restricted to, internal and external audit and assurance obtained through the completion of the annual governance statement.
- 1.5 Considering Local Government Reorganisation, it is expected that our performance management arrangements will be in place until at least 2027/28. After which our performance management arrangements will be amalgamated as part of the unitarisation with other Nottinghamshire authorities.

2. Scope

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

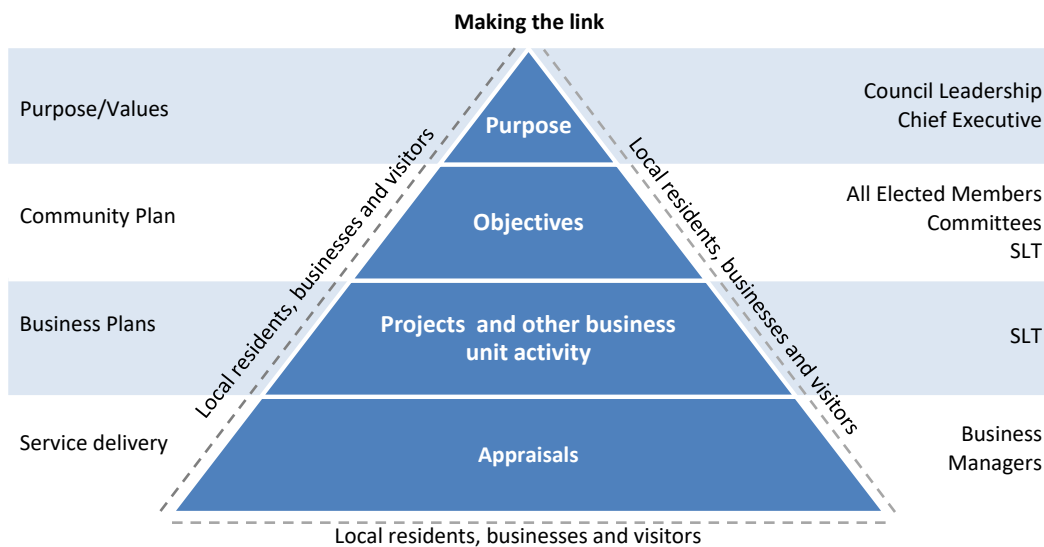
3. Corporate Planning

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

- Clarify what the priorities for the Council are (both internal and external) and what actions the Council will take to deliver them.
- Agree Key Performance Indicators (KPIs) for each of the ambitions.

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

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



4. Performance Management

- 4.1 The performance management cycle of planning, doing, reviewing and revising is integral to good performance management. There are several layers of performance monitoring within the Council, which are identified in the corporate planning yearly cycle, details of which are provided at Appendix A. Further details of performance reporting and business planning processes are provided at Appendix B. By measuring and monitoring performance in this way the Council is able to monitor how effectively it is delivering its ambition and achieving objectives in an economical, efficient and effective manner.

4.2 The framework recognises the diversity of work undertaken by the Council, as well as the variety of external requirements, e.g. statutory returns, partnership arrangements, and different legal, regulatory and/policy frameworks.

4.3 Performance Management – Strategic/Corporate

4.3.1 What?

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

4.3.2 How?

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

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

4.4. Performance Management - Operational

4.4.1 What?

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

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

4.4.2 How?

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

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

Operational data to be referred to at this meeting will be presented by Business Managers, who are responsible for updating and maintaining their own data set from an operational perspective. Where possible, Business Managers are encouraged to use the database for this purpose unless there is a more appropriate platform. The performance team are available to advise/assist Business Managers in relation to maintaining their operational data sets.

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

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

4.5 Performance Management - Personal Appraisal

4.5.1 What?

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

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

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

4.5.2 How?

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

objectives for the coming year. Regular discussions will then take place with employees throughout the year to monitor progress.



5. Assurance

5.1 *What?*

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

5.2 *How?*

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

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

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

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

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

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

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

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

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

6. Data Quality

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

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

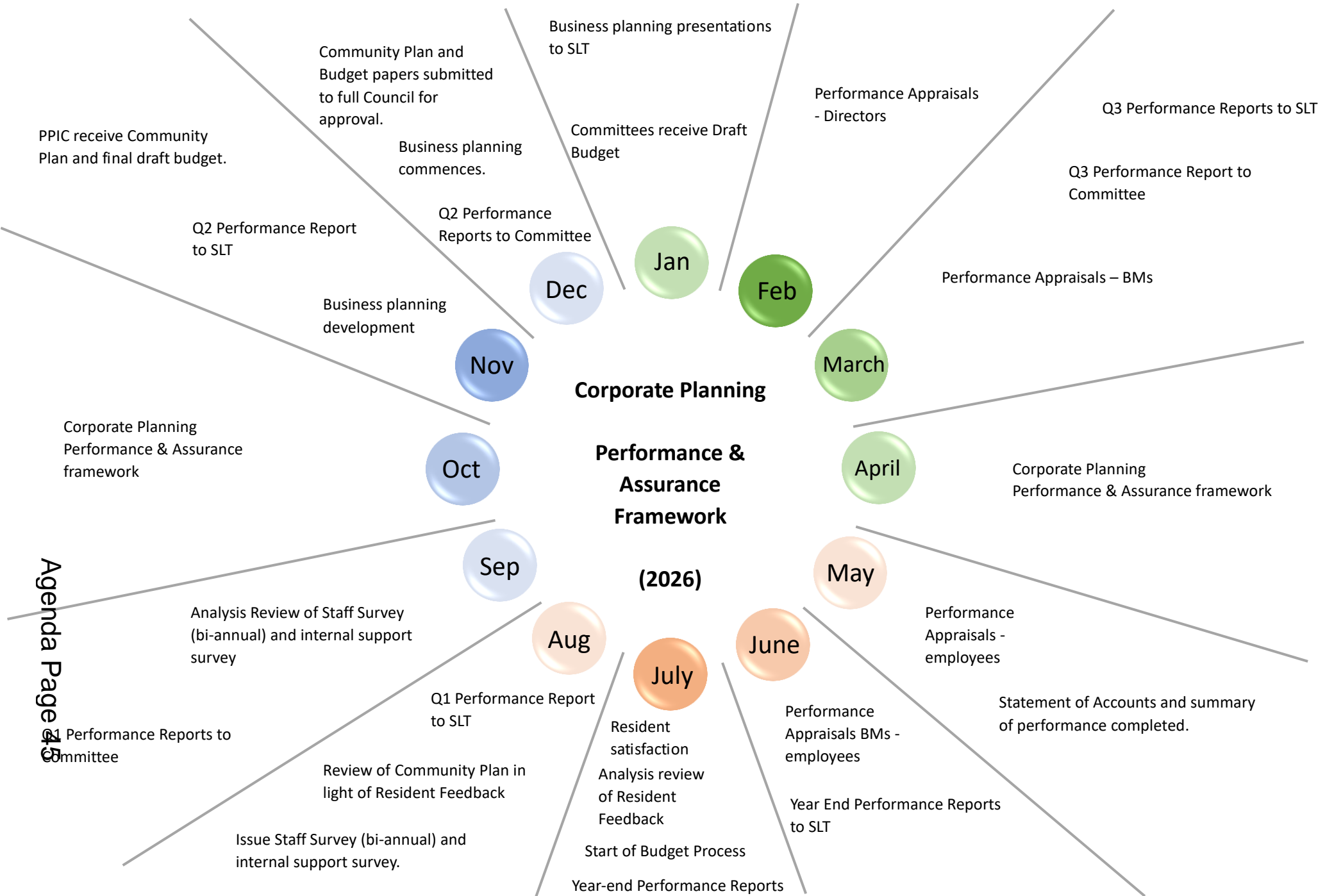
6.3 Data quality checks in respect of Microsoft Access are normally undertaken by the performance team at least quarterly to ensure that:

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

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

7. Review

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



Performance reporting and business planning processes**Community Plan**

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

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

Business Plans

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

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

Wholly owned companies/arm's length organisations (Arkwood, Active4Today)

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

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

Council performance management

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

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

Assurance reporting

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

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

Role of the Performance Team (Transformation & Service Improvement)

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

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

Assurance Map/Framework

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

Intentionally blank

Key
No change / appropriate target
Target less challenging than current target
Target more challenging than current target
New indicator

Directorate	Business Unit	KPI Code	KPI	3 Year Average 2022/23 - 2024/25	Current Target 2025/26	Proposed Target 2026/27	Community Plan Ambition	Supporting Information
Deputy Chief Exec	Arkwood	ARK002B	Number of homes delivered through our housing development company Arkwood	23	67	82	Ambition 2: Increase the supply of housing, in particular affordable homes, and improve housing standards	
Deputy Chief Exec	Arkwood	ARK003B	Number of plots commenced through our housing development company Arkwood	23	107	102	Ambition 2: Increase the supply of housing, in particular affordable homes, and improve housing standards	
Resources	Corporate Property	COR001	Newark Beacon - % of occupied units	86.0%	83.0%	85.0%	Ambition 1: Breakdown barriers to opportunity to enable residents and businesses to prosper and fulfil their potential	
Resources	Corporate Property	COR052	% Completed Legionella tests (due this quarter)	100.0%	100.0%	100.0%	Compliance Appendix	
Resources	Corporate Property	COR053	% Completed Legionella Risk Assessments (due this quarter)	100.0%	100.0%	100.0%	Compliance Appendix	
Resources	Corporate Property	COR054	% Completed Asbestos Condition Surveys (annual)	100.0%	100.0%	100.0%	Compliance Appendix	
Resources	Corporate Property	COR055	% Completed Asbestos Annual Reviews (due this quarter)	100.0%	100.0%	100.0%	Compliance Appendix	
Resources	Corporate Property	COR056	% Completed Fire Risk Assessments (due this quarter)	100.0%	100.0%	100.0%	Compliance Appendix	
Resources	Corporate Property	COR057	% Completed Gas Boiler Services (due this quarter)	100.0%	100.0%	100.0%	Compliance Appendix	
Resources	Corporate Property	COR058	% Completed Electrical Inspection Reports (due this quarter)	100.0%	100.0%	100.0%	Compliance Appendix	
Resources	Corporate Property	COR059	% Completed Lift Inspections (due this quarter)	100.0%	100.0%	100.0%	Compliance Appendix	
Resources	Corporate Property	COR011	Commercial Property - % occupied units	97.4%	95.0%	96.0%	Ambition 6: Reduce the impact of climate change and protect and enhance green spaces.	
Resources	Corporate Property	COR019	Sherwood Forest Arts and Crafts - % of occupied units	98.3%	95.0%	96.0%	Ambition 1: Breakdown barriers to opportunity to enable residents and businesses to prosper and fulfil their potential	
Customer Services & Organisational Development	Customer Services	CSC002	Contact Centre - telephony - average length of time to answer call (seconds)	*N/A	110.0	100	Ambition 7: Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves	
Planning & Development	Economic Growth & Visitor Economy	ECG007B	Newark town centre footfall count (average visitors per day)	*N/A	7,000	7,300	Ambition 1: Breakdown barriers to opportunity to enable residents and businesses to prosper and fulfil their potential	

Planning & Development	Economic Growth & Visitor Economy	ECG020	Percentage of town centres total premises vacant across the NSDC District	7.7%	8.0%	8.0%	Ambition 1: Breakdown barriers to opportunity to enable residents and businesses to prosper and fulfil their potential	
Planning & Development	Economic Growth & Visitor Economy	ECG_NE W	% Increase of visitors to Newark town centre during Event Days	New	New	20.0%	Ambition 1: Breakdown barriers to opportunity to enable residents and businesses to prosper and fulfil their potential	Newly created PI.
Communities & Environment	Environmental Services	ENS018B	Number of fixed penalty notices issued for all environmental offences (excluding fly tipping)	833	Demand	Demand	Ambition 6: Reduce the impact of climate change and protect and enhance green spaces.	
Communities & Environment	Environmental Services	ENS001	% fly tipping incidents removed within 72 hours	95.7%	95.0%	95.0%	Ambition 4: Reduce crime and anti-social behaviour, improving community feelings of safety	
Communities & Environment	Environmental Services	ENS004	% of household waste sent for reuse, recycling and composting	37.3%	40.0%	40.0%	Ambition 6: Reduce the impact of climate change and protect and enhance green spaces.	
Communities & Environment	Environmental Services	ENS005B	Number of missed bins (per 100,000 households)	43.1	45	45	Ambition 6: Reduce the impact of climate change and protect and enhance green spaces.	
Communities & Environment	Environmental Services	ENS006	Total number of garden waste subscriptions	20,605	22,000	22,000	Ambition 6: Reduce the impact of climate change and protect and enhance green spaces.	
Communities & Environment	Environmental Services	ENS009	% of failing sites - street and environmental cleanliness - litter	0.8%	1.5%	1.5%	Ambition 6: Reduce the impact of climate change and protect and enhance green spaces.	
Communities & Environment	Environmental Services	ENS010	% of failing sites - street and environmental cleanliness - detritus	1.0%	1.2%	1.2%	Ambition 6: Reduce the impact of climate change and protect and enhance green spaces.	
Communities & Environment	Environmental Services	ENS021	Number of events held in NSDC parks	349	400	500	Ambition 6: Reduce the impact of climate change and protect and enhance green spaces.	
Communities & Environment	Environmental Services	ENS026	Number of trees planted on Council land or partner land	1,012	34,000	600	Ambition 6: Reduce the impact of climate change and protect and enhance green spaces.	This reflects the return to business as usual, as planting 34,000 in 2025/26 trees was a one off due to the funding which was secured.
Communities & Environment	Environmental Services	ENS027	Number of trees given away to residents	1,378	1,000	1,000	Ambition 6: Reduce the impact of climate change and protect and enhance green spaces.	
Communities & Environment	Environmental Services	ENS028	Number of targeted focus weeks	6	8	6	Ambition 6: Reduce the impact of climate change and protect and enhance green spaces.	The Business Manager is satisfied that the target is realistic in line with recent performance.
Communities & Environment	Environmental Services	ENS033	% Completed Play Park Inspections HRA Land (due this quarter)	100.0%	100.0%	100.0%	No change	
Communities & Environment	Environmental Services	ENS034	% Completed Play Park Inspections GF Land (due this quarter)	100.0%	100.0%	100.0%	No change	
Communities & Environment	Environmental Services	ENS042	Number of children reached via environmental education visits including river health and 'Motion for the Ocean'	3,210	2,000	2,000	Ambition 6: Reduce the impact of climate change and protect and enhance green spaces.	
Communities & Environment	Environmental Services	ENS043	% of incidents resulting in an FPN or prosecution	New for 2025/26	17.0%	13.0%	Ambition 4: Reduce crime and anti-social behaviour, improving community feelings of safety	The Business Manager is satisfied that the target is realistic in line with recent performance.
Resources	Financial Services	FIN001	% invoices paid within 30 days - whole Council	96.9%	98.5%	98.8%	Ambition 7: Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves	

Resources	Financial Services	FIN_NEW	Arkwood cumulative return on equity	New	21.9%	50.0%	Ambition 7: Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves	Newly created PI - this PI will provide data on the cumulative receipts from Arkwood as a proportion of the equity in the company.
Housing, Health & Wellbeing	Healthy Places	RHS004	Number of new council houses built	22	75	28	Ambition 2: Increase the supply of housing, in particular affordable homes, and improve housing standards	This target is reflective of the Council House build programme and the volume of properties due to be built during 2026/27.
Housing, Health & Wellbeing	Healthy Places	RHS012A	Leisure Services - based on your experience; how likely are you to recommend us to a friend, family member, or colleague?	60.0%	60.0%	60.0%	Ambition 3: Improve health and wellbeing, with an emphasis on communities with low levels of life expectancy	
Housing, Health & Wellbeing	Healthy Places	RHS012B	Customer satisfaction with all Active4Today leisure centres	78.9%	85.0%	85.0%	Ambition 3: Improve health and wellbeing, with an emphasis on communities with low levels of life expectancy	
Housing, Health & Wellbeing	Healthy Places	RHS007	Number of User Visits - Active 4 Today (all)	1,071,081	1,100,000	870,000	Ambition 3: Improve health and wellbeing, with an emphasis on communities with low levels of life expectancy	The reduced target relates to the impact of the withdrawal of Southwell Leisure Centre from the performance figures.
Housing, Health & Wellbeing	Healthy Places	RHS008	Live Leisure Centre membership base (all)	11,656	11,500	9,750	Ambition 3: Improve health and wellbeing, with an emphasis on communities with low levels of life expectancy	The reduced target relates to the impact of the withdrawal of Southwell Leisure Centre from the performance figures.
Housing, Health & Wellbeing	Healthy Places	RHS014	Number of new Active4Today leisure members	New for 2025/26	3,750	2,800	Ambition 3: Improve health and wellbeing, with an emphasis on communities with low levels of life expectancy	The reduced target relates to the impact of the withdrawal of Southwell Leisure Centre from the performance figures.
Communities & Environment	Heritage & Culture	HCV001	Total number of admissions - National Civil War Centre	15,626	17,000	17,000	Ambition 5: Promote and maximise the districts heritage, culture and community spirit	
Communities & Environment	Heritage & Culture	HCV002	Total number of admissions - Palace Theatre	59,539	55,000	60,000	Ambition 5: Promote and maximise the districts heritage, culture and community spirit	
Communities & Environment	Heritage & Culture	HCV011	% of visitors from schools – National Civil War Centre	23.0%	25.0%	25.0%	Ambition 5: Promote and maximise the districts heritage, culture and community spirit	
Communities & Environment	Heritage & Culture	HCV012	% of visitors from schools – Palace Theatre	11.5%	12.0%	12.0%	Ambition 5: Promote and maximise the districts heritage, culture and community spirit	
Communities & Environment	Heritage & Culture	HCV014	Total footfall across all heritage and culture services and sites	111,641	105,000	125,000	Ambition 5: Promote and maximise the districts heritage, culture and community spirit	
Communities & Environment	Heritage & Culture	HCV013	Number of people reached through direct participation and outreach	13,223	12,500	15,000	Ambition 5: Promote and maximise the districts heritage, culture and community spirit	

Housing, Health & Wellbeing	Housing Income & Leaseholder management	HLM006	Amount of current arrears as a % of annual rent debit	1.6%	2.3%	2.9%	Ambition 7: Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves	The Business Manager has shared the key drivers relating to the amount of current arrears on a quarterly basis throughout 2025/26. This includes the impact of tenants making the transition to Universal Credit, as well as some challenges during the transition to the new Housing Management System. There is an action plan in place to stabilise the position and during the latest update in Q3, the Business Manager estimated that performance should begin to show improvement in the second half of 2026/27.
Housing, Health & Wellbeing	Housing Repairs & Assets	HRA009	% of Council homes with an energy efficiency (SAP) rating of C or above	60.2%	75.0%	60.0%	Ambition 2: Improve health and wellbeing, with an emphasis on communities with low levels of life expectancy	The target selected is a stretching target. Full review of EPCs is underway, with 45% properties rated C or above and ~30% rated D currently. The remaining properties are rated E, F, and G's and which will be targeted first. This approach % wise may appear lower numerically, but it will have a greater impact on those living in the worst rated properties and will support with the associated fuel costs.
Housing, Health & Wellbeing	Housing Repairs & Assets	HRA010B	% of homes with a valid gas certificate	98.9%	100.0%	100.0%	Ambition 2: Increase the supply of housing, in particular affordable homes, and improve housing standards	
Housing, Health & Wellbeing	Housing Repairs & Assets	HRA001	Average "End to End" time for all reactive repairs (calendar days)	*N/A	16	12	Ambition 2: Increase the supply of housing, in particular affordable homes, and improve housing standards	
Housing, Health & Wellbeing	Housing Repairs & Assets	HRA084	% of homes with Electrical Installation Condition Report (EICR) certificates up to five years old	99.2%	100.0%	100.0%	Ambition 2: Increase the supply of housing, in particular affordable homes, and improve housing standards	
Housing, Health & Wellbeing	Housing Repairs & Assets	HRA089	% Completed Legionella tests (communal areas due this quarter)	100.0%	100.0%	100.0%	Ambition 7: Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves	
Housing, Health & Wellbeing	Housing Repairs & Assets	HRA090	% Completed Legionella Risk Assessments (communal areas due this quarter)	100.0%	100.0%	100.0%	Ambition 7: Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves	
Housing, Health & Wellbeing	Housing Repairs & Assets	HRA091	% Completed Asbestos Condition Surveys (annual)	100.0%	100.0%	100.0%	Ambition 2: Increase the supply of housing, in particular affordable homes, and improve housing standards	
Housing, Health & Wellbeing	Housing Repairs & Assets	HRA092	% Completed Asbestos Annual Reviews (due this quarter)	100.0%	100.0%	100.0%	Ambition 7: Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves	

Housing, Health & Wellbeing	Housing Repairs & Assets	HRA093	% Completed Fire Risk Assessments (due this quarter)	100.0%	100.0%	100.0%	Ambition 7: Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves	
Housing, Health & Wellbeing	Housing Repairs & Assets	HRA094	Number of overdue RED Fire Risk Assessment actions	159	Demand	Demand	Ambition 2: Increase the supply of housing, in particular affordable homes, and improve housing standards	
Housing, Health & Wellbeing	Housing Repairs & Assets	HRA095	Number of overdue AMBER Fire Risk Assessment actions	58.5	Demand	Demand	Ambition 7: Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves	
Housing, Health & Wellbeing	Housing Repairs & Assets	HRA098	% Completed Lift Inspections (due this quarter)	100.0%	100.0%	100.0%	Ambition 2: Increase the supply of housing, in particular affordable homes, and improve housing standards	
Housing, Health & Wellbeing	Housing Repairs & Assets	HRA002	% of repairs completed at first visit	89.3%	93.0%	90.0%	Ambition 2: Increase the supply of housing, in particular affordable homes, and improve housing standards	This PI is being redefined to ensure that the target improves the customer experience, and is consistent in its definition.
Housing, Health & Wellbeing	Housing Repairs & Assets	HRA081	Responsive Repairs - telephony - average length of time to answer call (seconds)	*N/A	60	100	Ambition 7: Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves	Aligning the target to match the Customer Services target, to keep consistent expectations and standards corporately. This is also reflective of the increase in demand within Housing Repairs and Asset Investment
Housing, Health & Wellbeing	Housing Repairs & Assets	HRA105	BS01 Proportion of homes for which all required gas safety checks have been carried out (%)	99.9%	100.0%	100.0%	Ambition 2: Increase the supply of housing, in particular affordable homes, and improve housing standards	
Housing, Health & Wellbeing	Housing Repairs & Assets	HRA106	BS02 Proportion of homes for which all required fire risk assessments have been carried out (%)	100.0%	100.0%	100.0%	Ambition 2: Increase the supply of housing, in particular affordable homes, and improve housing standards	
Housing, Health & Wellbeing	Housing Repairs & Assets	HRA107	BS03 Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out (%)	100.0%	100.0%	100.0%	Ambition 2: Increase the supply of housing, in particular affordable homes, and improve housing standards	
Housing, Health & Wellbeing	Housing Repairs & Assets	HRA110	Warm Homes Social Housing Fund - Number of Council homes with retrofitted energy efficiency measures	New programme for 2026/27	Demand	Demand	Ambition 2: Increase the supply of housing, in particular affordable homes, and improve housing standards	The programme is currently being developed and the target will be set once the programme has been finalised.
Housing, Health & Wellbeing	Housing Repairs & Assets	HRA108	BS04 Proportion of homes for which all required legionella risk assessments have been carried out (%) 100%	100.0%	100.0%	100.0%	Ambition 2: Increase the supply of housing, in particular affordable homes, and improve housing standards	
Housing, Health & Wellbeing	Housing Repairs & Assets	HRA109	Proportion of homes for which all required communal passenger lift safety checks have been carried out (BS05)	100%	100.0%	100%	Ambition 7: Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves	
Housing, Health & Wellbeing	Housing Services	HEM001C	Time spent in temporary accommodation for people we owe a duty to	New for 2025/26	13	12	Ambition 2: Increase the supply of housing, in particular affordable homes, and improve housing standards	

Housing, Health & Wellbeing	Housing Services	HEM030	Satisfaction with lettings service	93.0%	95.0%	95.0%	Ambition 2: Increase the supply of housing, in particular affordable homes, and improve housing standards	
Housing, Health & Wellbeing	Housing Services	HEM069	Overall Satisfaction with Housing Services (TP01)	77.50%	79.00%	80%	Ambition 2: Increase the supply of housing, in particular affordable homes, and improve housing standards	
Housing, Health & Wellbeing	Housing Services	HEM003	Average time to re-let Council properties (days)	*N/A	28.0	35.0	Ambition 2: Increase the supply of housing, in particular affordable homes, and improve housing standards	The proposed target is a stretching target based upon recent performance, whilst being more realistic and achievable for operational teams to work towards.
Customer Services & Organisational Development	HR & Training	HTR001	Average number of sick days per employee (FTE) per year lost through sickness absence	*N/A	6.5	7.5	Ambition 7: Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves	The higher target recognises ongoing sickness levels and time needed for the new framework to embed.
Customer Services & Organisational Development	HR & Training	HTR002B	% of staff turnover	13.5%	13.0%	12.0%	Ambition 7: Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves	
Customer Services & Organisational Development	HR & Training	HTR012	Number of work experience placements offered at differing levels of education	28	25	25	Ambition 7: Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves	
Customer Services & Organisational Development	HR & Training	HTR013A	Number of apprenticeships on programme at any one time at all educational levels within NSDC – not including internal programmes such as Multiverse AI and Digital Programs.	4	12	12	Ambition 7: Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves	
Customer Services & Organisational Development	HR & Training	HTR013B	% of eligible apprenticeships completed, at all educational levels, that result in further employment	New for 2025/26	80.0%	80.0%	Ambition 7: Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves	
Planning & Development	Planning & Development	PDV008	% of planning applications (major) determined within statutory timelines	86.6%	90.0%	90.0%	Ambition 7: Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves	
Planning & Development	Planning & Development	PDV009	% of planning applications (non-major) determined within statutory timelines	93.8%	90.0%	93.0%	Ambition 7: Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves	
Communities & Environment	Public Protection	PPR001	% reduction in anti-social behaviour - Newark & Sherwood District compared against County area	11.7%	County Average	County Average	Ambition 4: Reduce crime and anti-social behaviour, improving community feelings of safety	The use of county average is due to the data being extracted from the Community Safety Partnership report.
Communities & Environment	Public Protection	PPR002	% reduction in all crime - Newark & Sherwood District compared against County area	-3.7%	County Average	County Average	Ambition 4: Reduce crime and anti-social behaviour, improving community feelings of safety	The use of county average is due to the data being extracted from the Community Safety Partnership report.
Communities & Environment	Public Protection	PPR020	% of businesses in the District with a food hygiene rating of 3 or higher (generally satisfactory or above)	96.1%	98.0%	98.0%	Ambition 4: Reduce crime and anti-social behaviour, improving community feelings of safety	

Communities & Environment	Public Protection	PPR029	Number of positive outcomes resulting from CCTV intervention	176	Demand	Demand	Ambition 4: Reduce crime and anti-social behaviour, improving community feelings of safety	In light of CCTV Control Room launch on 1 April 2026, the suite of performance indicators will be reviewed in August and a list of possible PIs shared with PPIC and Cabinet in September 2026.
Resources	Revenues & Benefits	REV002	% business rate collection	97.7%	98.2%	98.0%	Ambition 7: Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves	
Resources	Revenues & Benefits	REV003	% council tax collection	97.2%	97.4%	97.4%	Ambition 7: Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves	
Resources	Revenues & Benefits	REV006	Average no of calendar days to process housing benefit change in circumstances	*N/A	4	4	Ambition 3: Improve health and wellbeing, with an emphasis on communities with low levels of life expectancy	
Resources	Revenues & Benefits	REV004	Average number of calendar days to process new council tax support applications	*N/A	14	14	Ambition 3: Improve health and wellbeing, with an emphasis on communities with low levels of life expectancy	
Resources	Revenues & Benefits	REV005	Average no of calendar days to process council tax support change in circumstances	*N/A	7	12	Ambition 3: Improve health and wellbeing, with an emphasis on communities with low levels of life expectancy	The target has been adjusted to be more realistic and achievable in line with performance levels recorded in 2025/26
Resources	Revenues & Benefits	REV007	Average no of calendar days to process new housing benefit claims	*N/A	14	18	Ambition 3: Improve health and wellbeing, with an emphasis on communities with low levels of life expectancy	The target has been adjusted to be more realistic and achievable in line with performance levels recorded in 2025/26

*N/A indicates where the PI calculates the average and so it has not been possible to provide a 3 year average.

Forward Plan

For the Period May 2026 - August 2026



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
Council Owned Sewerage Plant Recharges	Cabinet	9 Jun 2026	Leader - Portfolio Holder Strategy, Performance & Finance	Nick Wilson, Business Manager- Financial Services Nick.Wilson@newark-sherwooddc.gov.uk, Kevin Shutt, Housing Development Manager HRA kevin.shutt@newark-sherwooddc.gov.uk, Bryony Norman, Principal Legal Officer / Deputy Monitoring Officer byrony.norman@newark-sherwooddc.gov.uk	Part exempt	15 Jun 2026
Supplementary Planning Documents	Cabinet	9 Jun 2026	Portfolio Holder - Sustainable Economic Development	Matthew Norton, Business Manager - Planning Policy and Infrastructure matthew.norton@newark-sherwooddc.gov.uk	Open	15 Jun 2026
Newark & Sherwood Local	Cabinet	9 Jun 2026	Portfolio Holder -	Matthew Norton,	Open	15 Jun 2026

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
Plan Scoping Report			Sustainable Economic Development	Business Manager - Planning Policy and Infrastructure matthew.norton@newark-sherwooddc.gov.uk		
Housing Complaints Resources	Cabinet	9 Jun 2026	Portfolio Holder - Housing	Nicola Priest, Housing Regulatory Compliance Manager nicola.priest@newark-sherwooddc.gov.uk	Open	15 Jun 2026
Gas Meter Make Safe Policy	Cabinet	9 Jun 2026	Portfolio Holder - Housing	Wayne Fox, Business Manager - Building Safety & Asset Investment wayne.fox@newark-sherwooddc.gov.uk	Open	15 Jun 2026
Passenger Lifts, Stair Lifts and Hoists Policy	Cabinet	9 Jun 2026	Portfolio Holder - Housing	Wayne Fox, Business Manager - Building Safety & Asset Investment wayne.fox@newark-sherwooddc.gov.uk	Open	15 Jun 2026

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
Housing and Gas Servicing Policy	Cabinet	9 Jun 2026	Portfolio Holder - Housing	Wayne Fox, Business Manager - Building Safety & Asset Investment wayne.fox@newark-sherwooddc.gov.uk	Open	15 Jun 2026
Local Regeneration Fund Update	Cabinet	9 Jun 2026	Portfolio Holder - Sustainable Economic Development	Sarah Husselbee sarah.husselbee@newark-sherwooddc.gov.uk	Open	15 Jun 2026
Review of Community Grant Schemes	Cabinet	7 Jul 2026	Portfolio Holder - Public Protection and Community Relations	Cara Clarkson, Business Manager - Healthy Places cara.clarkson@newark-sherwooddc.gov.uk	Open	13 Jul 2026

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, 21 April 2026 at 6.00 pm.

PRESENT: Councillor P Peacock (Chair)

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

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

APOLOGIES FOR ABSENCE: Councillor C Penny

376 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.

377 DECLARATIONS OF INTEREST FROM MEMBERS AND OFFICERS

There were no declarations of interest.

378 MINUTES FROM THE PREVIOUS MEETING HELD ON 24 MARCH 2026

The minutes from the meeting held on 24 March 2026 were agreed as a correct record and signed by the Chair.

379 CHAIR'S UPDATE

There was no update from the Chair, but as the Portfolio Holder for Public Protection & Community Relations, Councillor P Taylor updated the Cabinet on the Knife Angel sculpture which was in Newark from today as part of the UK National Youth Anti-Violence Tour.

380 GLYPHOSATE FREE PLAY AREAS (KEY DECISION)

The Director - Communities & Environment presented a report which sought approval for a proposed pilot program to reduce the use of glyphosate-based herbicides across Newark & Sherwood District owned playgrounds and housing owned playground areas from April 2026 to the end of March 2027. The proposal focused on introducing spray-free zones across approximately 34 playground sites, while maintaining a targeted weed management approach where required to ensure public safety and site usability. The Cabinet referred to the importance of engagement with residents and monitoring the success of the pilot.

AGREED (unanimously) that Cabinet approve:

- a) the introduction of spray-free weed management zones across 34 council-owned playgrounds, including housing playground areas;
- b) the continuation of glyphosate use in targeted operational areas where alternative methods are not viable or would pose safety risks;
- c) the adoption of mechanical and manual weed control methods, including the use of NoMix Dual applicator systems where herbicide use is still required; and
- d) a review of the operational and financial impacts, including any additional labour costs, herbicide savings and site condition assessments, to enable a decision to be made about whether the approach becomes business as usual from April 2027.

Reasons for Decision:

The introduction of spray-free zones within playground environments will provide visible evidence of the Council's commitment to reducing chemical use, whilst still maintaining operational practicality. The introduction of spray-free zones within playground environments provides a balanced and proportionate approach to reducing the Council's reliance on glyphosate-based herbicides while maintaining safe and accessible public spaces.

Playgrounds represent some of the most sensitive and highly visible areas within the Council's public realm, frequently used by children and families. Removing routine herbicide application in these locations supports the precautionary principle, responds to increasing public concern regarding chemical use in recreational areas, and demonstrates the Council's commitment to environmentally responsible land management.

The proposal builds upon the Council's existing spray-free areas and forms part of a wider strategy to gradually reduce glyphosate use across the district. By focusing reductions within targeted locations, the Council can continue to manage operational risks such as trip hazards, accessibility issues and excessive vegetation growth while still progressing towards environmental and sustainability objectives.

The proposed approach can be delivered within existing operational resources and will contribute towards a measurable reduction in annual glyphosate usage across the district.

Options Considered:

Consideration was given to maintaining the current weed management programme using glyphosate across all operational sites.

While this approach remains the most cost-effective and operationally efficient method of weed control, there has been increasing public concern regarding herbicide use in sensitive locations such as playgrounds and residential areas.

An alternative option of eliminating glyphosate across all council land was also considered. However, this was not recommended due to:

- A. Significant increases in labour costs
- B. Reduced weed control effectiveness
- C. Potential deterioration in site standards and safety
- D. Increased carbon emissions associated with repeated mechanical treatments

Therefore, a targeted reduction approach focused on highly visible and sensitive areas such as playgrounds has been proposed as a balanced solution.

381 ADOPTION OF THE RENTERS RIGHTS ACT 2025 (KEY DECISION)

The Business Manager - Public Protection presented a report which sought approval for the adoption of the updated Private Sector Housing Enforcement Policy and associated Civil Penalty Matrix, reflecting the requirements of the Renters' Rights Act 2025 ahead of its implementation in May 2026. The adoption of the policy and matrix would provide clarity to landlords, tenants and agents on how the Council would exercise its powers and what the Council can impose as civil penalties for new offences. It was noted that the four-week public consultation ended on 6 April 2026, with just one question being raised relating to park homes which was responded to.

AGREED (unanimously) that Cabinet:

- a) approve the adoption of the updated Private Sector Housing Enforcement Policy, incorporating duties placed on the Council under the Renters' Rights Act 2025 for inclusion in the Councils existing Enforcement Policy;
- b) approve the adoption of the Civil Financial Penalties Policy and associated penalty matrix to enable the Council to impose civil penalties for breaches under the new legislative framework; and
- c) delegate authority to the Director - Communities & Environment in consultation with the Portfolio Holder for Housing to make minor operational amendments to the policies to reflect future updates to statutory guidance.

Reasons for Decision:

To ensure the Council can undertake the new legal duties from May 2026. This directly links to the Community Plan Objective - Increase the supply of housing, in particular decent homes that residents can afford to buy and rent, as well as improving housing standards.

Options Considered:

Do nothing – failure to adopt a legally compliant enforcement and penalty framework would prevent the Council from meeting statutory duties under the Renters' Rights Act 2025.

Delay adoption pending further national guidance – the legislation comes into force in May 2026 and the Council must have a robust enforcement framework in place for day one of implementation.

382 ENHANCING TENANT ENGAGEMENT - RECOGNITION SCHEME

The Business Manager - Housing Services presented a report which set out proposals for introducing a recognition scheme to support widening the participation and representation of tenants. At their meeting held on 13 April 2026, the Policy & Performance Improvement Committee considered proposals to refresh the current Tenant Engagement Board by renaming this as the Tenant Influence and Assurance Board and changing its composition. A report was also considered by the Governance, General Purposes & LGR Committee on 16 April in respect of the required changes to the Constitution which would require Full Council approval.

The report to Cabinet sought approval for the introduction of a structured recognition and incentives scheme for involved tenants and leaseholders which was set out in section two of the report to the Policy & Performance Improvement Committee. The scheme introduced modest financial recognition alongside non-financial incentives such as training and acknowledgement, ensuring involvement remained accessible and inclusive. The recommended proposal resulted in an annual cost of £9,750 in 2026/27 which could be accommodated within the existing tenant engagement budget.

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

- a) approve the proposed recognition and incentivisation scheme set out in Section Two of Appendix A to the report; and
- b) note that proposed changes to the Tenant Engagement structure are to be presented to the Governance, General Purposes & LGR Committee on 16 April 2026, with the requisite changes to the Constitution being considered by the Full Council on 19 May 2026.

Reasons for Decision:

The proposed recommendations strengthen tenant influence, participation and assurance within housing services and directly support the delivery of the Council's Community Plan 2023–2027 by placing tenants at the heart of decision-making, and recognising the contributions of time, skills and experience to improve and scrutinise housing services to ensure they are responsive to the needs of Newark and Sherwood District Council tenants.

Options Considered:

To maintain current arrangements of voluntary, unpaid tenant support.

383 NEWARK PARTNERSHIP HUB - A NEW APPROACH FOR PLACE BASED PARTNERSHIP WORKING IN TOWN CENTRE AREAS (KEY DECISION)

The District Housing Manager presented a report which provided a review of the Chatham Court facility with a proposal to refocus the hub providing a base for partners and the community. It was recommended that the facility be renamed the 'Newark Partnership Hub' which would see a transformation into a wider strategic base for dealing with anti-social behaviour and criminality as well as still allowing a community base to flourish in the area. The objectives were to encourage joint working with the police to identify joint initiatives to tackle issues across the town centre and, in particular, at key housing sites.

AGREED (unanimously) that Cabinet:

- a) agree to refocus Chatham Court Hub to continue providing a base for the community but increase strategic partnership working in and around Newark Town Centre, specifically on high ASB hot spot housing and communal areas;
- b) agree to rename the facility "Newark Partnership Hub";
- c) approve funding for 24 months as a pilot under its new remit and allow an application to the Pride of Place scheme; and
- d) note the continuation of HRA financial support of £11,000 per annum from existing budgets.

Reasons for Decision:

To provide a wider focus for the community and strategic partnership working in and around Newark Town Centre.

Options Considered:

Continuing use of the facilities at Chatham Court Hub on the same basis for a further 12 months, post March 2026.

Wind-up and decommission the Hub and return to residential accommodation using capital budget of circa £40,000 from within the Investment Programme resources.

384 OPTIONS APPRAISAL FOR TEMPORARY ACCOMMODATION IN OLLERTON (KEY DECISION)

The Senior Housing Options Manager presented a report which set out options for the temporary accommodation site at Wellow Green, Ollerton as the site was considered no longer fit for purpose. The three options presented to the Cabinet were to refurbish Wellow Green for continued use as temporary accommodation; to redevelop a purpose built temporary accommodation on the existing site; or to dispose of Wellow Green to generate a one-off capital receipt.

AGREED (unanimously) that Cabinet:

- a) approve the refurbishment of Wellow Green as the preferred option and add £536,000 to the Capital Programme in 2026/27 financed by the Homelessness reserve; and
- b) as part of LGR transition work, request the Director - Housing, Health & Wellbeing impresses on future partner Councils this Council's priority to identify a suitable site for new temporary accommodation and report back on progress to Cabinet.

Reasons for Decision:

Refurbishment provides the most affordable, proportionate and deliverable option.

The refurbishment directly responds to resident feedback and improves the quality of housing, supporting the Community Plan commitment to improving wellbeing, safety and housing standards.

Aligning with Mansfield's emerging Temporary Accommodation (TA) approach contributes to stronger partnership working and more consistent service delivery across the future unitary footprint, reinforcing the Community Plan's priority of collaborating effectively across localities.

Options Considered:

New build temporary accommodation – not viable; disposal – viable but discounted; use of Local Authority Housing Fund properties – viable but discounted; use of Housing Revenue Account stock – viable but discounted; and purchasing on open-market – viable but discounted.

385 WARM HOMES SCHEME UPDATE (KEY DECISION)

The Director - Housing, Health & Wellbeing presented a report which provided an update on plans for the delivery of the Warm Homes Programme for 2026-27 to 2027-28 and sought approval for an increase in the Capital Programme for 2027-28 in preparation for an additional bid being successful, subject to match funding. The Warm Homes: Social Housing Fund (WH:SF) programme would deliver the upgrade of oil boilers to low carbon heating, with solar panels and battery storage to maximise the benefits of solar power and be used to target low performing properties with targeted measures to improve the thermal comfort and efficiency of homes.

AGREED (unanimously) that Cabinet:

- a) approve acceptance of £2,428,408 grant from the Department of Energy Security & Net Zero (DESNZ) for the WH:SHF programme in line with paragraph 3.5 of this report, to improve the energy efficiency and thermal comfort of the Council's housing stock;
- b) approve the increase in capital programme of £1.4m for 2027-28 financed by £700,000 grant funding from DESNZ and £700,000 from the Major Repairs Reserve, taking the total budget for 2027-28 to £2,990,680;

- c) note the Portfolio Holder decision taken on 13 April 2026 to accept an additional £500,000 grant funding, match funded with £500,000 from a favourable variance in the Capital programme for 2025-26 to extend the WH:SHF programme for the current year, taking the total budget for 2026-27 to £2,551,880;
- d) approve acceptance of £1,056,000 grant from DESNZ the Warm Homes:Local Grant (WH:LG) programme targeting homes in the private rented sector to be administered in conjunction with Nottinghamshire County Council;
- e) approve the addition of £960,000 to the Capital Programme as per paragraph 3.6, financed fully by the grant; and
- f) delegate authority to the Director – Housing, Health & Wellbeing in consultation with the S151 Officer and Portfolio Holder for Housing to enter into a contract for both schemes following a compliant procurement process.

Reasons for Decision:

To continue the Council's progress to low carbon heating, improving the energy efficiency of tenants' homes and to maximise the opportunities presented by Government funding to contribute to the financial cost.

Options Considered:

None, given the wide benefits that the Warm Homes Programme delivers.

Meeting closed at 7.15 pm.

Chair