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Friday, 26 June 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, 6 July 2026 at 6.00 pm
VENUE:	Civic Suite, Castle House, Great North Road, Newark, NG24 1BY
<p>You are hereby requested to attend the above Meeting to be held at the time/place and on the date mentioned above for the purpose of transacting the business on the Agenda as overleaf.</p> <p>If you have any queries please contact Helen Brandham on helen.brandham@newark-sherwooddc.gov.uk.</p>	

AGENDA

	<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 1 June 2026	4 - 9

Reports and Presentations

5. Policy & Performance Improvement Committee Annual Report	10 - 51
6. Corporate Annual Budget Strategy for 2027/2028	52 - 78
7. Provisional Financial Outturn Report to 31.03.26	79 - 126
8. Management of Cases Involving Multiple Debt Policy & Corporate Debt Strategy	127 - 152
9. Customer Feedback Report - Yearly Half 2	153 - 177
10. Q4 Community Plan Performance Report	178 - 227
11. Annual Tenant Satisfaction Measures	228 - 259
12. Annual Compliance Update - Housing	260 - 265
13. Q4 Housing Compliance Update	266 - 270
14. Confirmation of Representative on Planning Policy Board	271 - 272

Reports from Working Group

None

Review of Cabinet Work Programme and Recent Decisions

15. Cabinet Forward Plan - June to September 2026	273 - 276
16. Minutes of Cabinet Meeting held on 9 June 2026	277 - 287

Topic Suggestions

None

17. Provisional Items for Future Agendas

Projected General Fund & Housing Revenue Account and Capital Outturn Report to 31 March 2027 as at 30 June 2026

Q1 Community Plan Performance Report

Bassetlaw and N&S CSP Progress and Performance/Review of Priorities

Annual Compliance Update – Corporate Estate

Q1 Housing Compliance Update

Yorke Drive Update

Annual Carbon Reduction Programme Update Report

Homelessness Strategy Delivery Report

Social Housing Regulator Report

Annual Newark & Sherwood Community Lottery Update

Heritage & Culture Expenditure Working Group – Final Report

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, 1 June 2026 at 6.00 pm.

PRESENT: Councillor N Ross (Vice-Chair)

Councillor A Brazier, Councillor A Freeman, Councillor J Hall, Councillor S Haynes, Councillor R Holloway, Councillor R Jackson, Councillor D Moore, Councillor P Rainbow, Councillor K Roberts, Councillor M Shakeshaft (substitute), Councillor K Smith, Councillor L Tift (substitute) and Councillor T Wendels

IN ATTENDANCE: Councillor N Allen and Councillor R Cozens

APOLOGIES FOR ABSENCE: Councillor M Pringle (Chair), Councillor C Brooks and Councillor T Thompson

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

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

229 DECLARATION OF INTEREST BY MEMBERS AND OFFICERS

There were no declarations of interest.

230 MINUTES OF THE MEETING HELD ON 13 APRIL 2026

The minutes from the meeting held on 13 April 2026 were agreed as a correct record and signed by the Vice-Chair.

231 ANNUAL REPORT - HOUSING SERVICES

The Committee considered the report presented by the Director – Housing, Health & Wellbeing which sought to provide Members with an overview of the performance of Housing Services for the year 2025/2026.

The report set out the remit of Housing Services and summarised the outcomes, satisfaction with services, service delivery by diversity strand and identified both areas of strength and those requiring improvement. The report supported regulatory assurance against several consumer standards co-regulated with the Regulator of Social Housing and provided clear internal governance and scrutiny of how the Council's services met those standards.

In considering the report Members welcomed the reported improvements in the service commenting on the work undertaken in supporting tenants back into the workplace together with improvements to the performance in relation to performance in homelessness and temporary accommodation.

Concern was expressed surrounding the average time taken to re-let a council property which stood at 77 days compared to the target of 28 days, commenting that this would appear to be the main area requiring improvement. It was noted that the delays were sometimes exacerbated by the high percentage of major works required to improve the quality and safety of homes before a property was available to relet.

In relation to the investment of c£500,00 to improve the temporary accommodation at Wellow Green, a Member queried whether consideration had been given to a rebuild rather than a programme of improvements to the existing building. The Director advised that a full options appraisal had been carried out and reported to Cabinet with a determination that the proposed improvements to Wellow Green were the most cost-effective way to proceed. She added that LGR and the mapping of other similar facilities in neighbouring authorities had also been considered which had confirmed the decision to invest in the current assets as the best option.

AGREED that the performance of the Housing Services Business Unit be noted.

232 ANNUAL REPORT - HOUSING REPAIRS & EMPTY HOMES

The Committee considered the report presented by the Business Manager – Housing Repairs & Empty Homes which sought provide the year end overview of performance across responsive repairs, including damp and mould and empty homes. Included within the report was information in relation to areas of strength, improvement and underperformance together with actions taken to maintain assurance and service grip.

The report set out that the 2025/2026 financial year had been a period of significant transition for the responsive repairs and empty homes service. It noted that the implementation of the new housing management system in May 2025 had introduced fundamental changes to workflows, data structures and reporting across repairs, empty homes and customer contact.

In considering the report, Members welcomed the work the Business Manager had undertaken to-date to improve the service delivery within his team and the ongoing preparations and action plans for further improvements and legislative changes.

Concern was expressed in relation to the average length of time it took to answer a call, suggesting that improvements to that would also likely have a beneficial effect on the results of Tenant Satisfaction Measures. In acknowledging the comments, the Business Manager advised that he was looking to restructure his team internally and that the waiting time as reported had already been reduced by 2 minutes. The Business Manager and Director advised that they would review the procedures in place with a view developing an Action Plan to make improvements.

In relation to issues with damp and mould in properties, a Member queried whether these were reported by tenants or whether it had been found during inspections. In response, the Director – Housing, Health & Wellbeing advised that action was taken once notification of an issue with damp and mould had been received. She added that the Council were actively checking for any issues at a property when carrying out visits. Members were advised that future reports would include a fuller explanation of the data reported to provide a better understanding of the ongoing works and issues within the business unit.

A Member referred to the aforementioned checking for issues at properties, querying whether there was sufficient resource to deal with any issues which may be found. The Director advised that the checks were part of a Health & Safety Survey, complimented by a Stock Condition Survey, and that it was not a continuous programme of inspections. She added that changes to the regulatory regime had impacted all landlords with ongoing increases in their responsibilities.

In acknowledging the agenda item on Performance Framework, a Member commented that the proposed amendments to targets in relation to telephone call waiting times to report a repair and reletting properties appeared to be unambitious, suggesting that Cabinet be recommended to leave unchanged the existing targets. In response, the Business Manager acknowledged the Member's concerns and advised that the whole of his team continued to be focused on improving the service they provided.

AGREED that:

- a) the year-end performance position for the service be noted;
- b) the progress achieved in the second half of the year, evidenced through validated Q3-Q4 performance data and improved tenant satisfaction outcomes be acknowledged; and
- c) the services forward readiness activities, including horizon scanning and preparations for emerging regulatory requirements such as future phases of Awaab's Law and Decent Homes 2025 be noted.

233 LOCAL OUTCOMES FRAMEWORK

The Committee considered the report presented by the Business Manager – Transformation & Service Improvement which sought to provide Members with an update on recent developments related to the local government outcomes framework. The report outlined the implications on the operations of the Council with particular emphasis on its performance framework.

The report provided Members with a summary of the Local Outcomes Framework (LOF) providing further detail in relation to purpose; framework metrics; and public presentation. The LOF is underpinned by nationally defined outcome indicators spanning key domains such as economic development, health, community, safety, environment and service efficiency. The impacts of the LOF on Newark & Sherwood District Council were provided at paragraph 3 of the report and included: integration; overlaps and enhancements; operational changes; reporting; and strategic alignment.

In considering the report, a Member queried how the performance indicators would be monitored. The Business Manager advised that the usual quarterly performance reports would continue to be presented separately to those of the LOF. He added that the LOF was a standardised protocol for performance reporting across all local authorities and was assessed at central government.

AGREED that the likely impact of the Local Outcome Framework outlined throughout the report be noted.

234 PERFORMANCE FRAMEWORK 2026/2027

The Committee considered the report and presentation delivered by the Senior Transformation & Service Improvement Officer which sought to provide Members with an update on the Performance Framework and indicators that were used to monitor and measure the Council's performance against the Community Plan. The report also provided the Corporate Planning, Performance Management & Assurance Framework and the refreshed performance indicators.

In considering the report Members referred to comments made previously during discussions on the Housing Repairs & Empty Homes Annual report, specifically in relation to the length of time it took to answer the telephone. It was suggested that rather than reducing the targets, further work should be undertaken as to how improvements could be made to ensure the current targets were met. In order to provide clarity for Members, the Director – LGR advised that incoming calls to the Council were dealt with by two separate teams. The Customer Services team received general calls to the main Council telephone number. The Housing Repairs team received calls from tenants who wished to report an issue at their property.

In relation to personal appraisals, Members queried whether they were standardised across all business units and also sought assurances that they were carried out and recorded. In response, Members were advised that new standard forms had recently been introduced and that all appraisals undertaken were reported online to ensure that Personnel could monitor progress.

In referring to KPI Code ECG007B – Newark Town Centre Footfall Count, a Member queried whether this would be expanded to include other areas with footfall counters, namely Ollerton and Southwell. The Senior Transformation & Service Improvement Officer advised that she would raise this with the relevant Business Manager.

In relation to the delivery of homes by Arkwood Development, a Member queried how the targets were set given the variances year to year. In response, Members were advised that delivery of homes was largely dependent on external factors, e.g. land availability.

In acknowledging the above comments, the Business Manager – Transformation & Service Improvement advised that Business Plans were developed annually. Business Managers discussed and agreed targets with their relevant Directors. Business Plans were then presented to the Senior Leadership Team for approval. Targets were then incorporated into performance reports which were then presented to PPIC for scrutiny and onward to Cabinet for approval. However, the Transformation & Service Improvement team continued to hold conversations with Business Managers throughout the year to monitor the targets within their plans.

In closing the debate, the Vice-Chair suggested that the comments made throughout the meeting in relation to telephone waiting times and the re-letting of council houses be forwarded to Cabinet for consideration by the report author. He further suggested that the concerns of the Policy & Performance Improvement Committee around the proposed easing of current targets or performance indicators be reported to Cabinet with a recommendation that Action Plans be developed to improve the service provision in both areas.

AGREED that:

- a) the Corporate Planning, Performance Management & Assurance Framework and refreshed performance indicators be noted; and
- b) the comments and recommendations raised by this Committee be included in the future report presented to Cabinet when considering the Performance Framework 2026/2027.

235 APPOINTMENT OF PPI COMMITTEE REPRESENTATIVES TO:

AGREED that the following Members be appointed to:

- a) Tenant Engagement Board
Councillors: Alice Brazier; Penny Rainbow; and Neil Ross
- b) Planning Policy Board
Councillors: Linda Dales; Rhona Holloway; and Mike Pringle
Remaining vacancy left unfilled at present.

236 UPDATES FROM WORKING GROUPS

i) Heritage & Culture Working Group

NOTED the verbal update of the Chair of the Working Group, Councillor David Moore.

ii) Estates Walkabout Working Group

NOTED the verbal update of the Chair of the Working Group, Councillor Penny Rainbow.

237 CABINET FORWARD PLAN - MAY TO AUGUST 2026

NOTED the Forward Plan of the Cabinet for the period May to August 2026.

238 MINUTES OF CABINET MEETING HELD ON 21 APRIL 2026

NOTED the Minutes of the Cabinet meeting held on 21 April 2026.

239 PROVISIONAL ITEMS FOR FUTURE AGENDAS

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

Meeting closed at 7.51 pm.

Chair



Report to: Policy & Performance Improvement Committee: 6 July 2026
 Director Lead: Deborah Johnson, Director - Local Government Reorganisation
 Lead Officer: Mark Randle, Transformation & Service Improvement Officer

Report Summary	
Report Title	Policy & Performance Improvement Committee Annual Report
Purpose of Report	To present the Policy & Performance Improvement Committee’s Annual Report for 2025-26 for approval and publication.
Recommendations	That the Policy & Performance Improvement Committee approve the report content and structure.
Reason for Recommendation	To provide details of the work the Policy & Performance Improvement Committee has undertaken and evidence how the work of the Committee has positively impacted residents.

1.0 **Background**

- 1.1 The Policy & Performance Improvement Committee’s role is to fulfil the ‘scrutiny’ function required in the Cabinet model, as well as serving as an integral role in improving the work of the Council. It is an open meeting, meaning public and press can attend, and the Committee meets at least five times a year.
- 1.2 Since June 2025 and there have been 9 committee meetings and 3 working groups in this time. PPIC have been involved in developing and shaping Council policies and strategies, questioning the Council’s performance, and driving improvement to services. During the year PPIC received information in the form of presentations, updates, and reports.
- 1.3 Every year there is an Annual Report summarising the work of the Committee. This will be the fourth Annual Report of the PPI Committee since the introduction of the Cabinet system and sets out a review of the work, conducted and completed by the committee during 2025/26 (June 2025 to April 2026).

2.0 **Proposal/Options Considered**

- 2.1 This report, attached as an **appendix**, sets out an overview of NSDC, including the area and services that we cover, and provides an overview of the roles and responsibilities of the Policy, Performance and Improvement Committee as well as the members that have been involved. It then sets out the work PPIC have been doing in the last 12 months, separated into the 4 key areas:

1. Working groups
2. Shaping policy and strategy
3. Driving service improvement
4. Scrutinising and questioning performance

The report provides an overview of the work of the Committee over 2024/25 and will be available internally for officers and Members via the Intranet and externally to tenants and residents via the NSDC Website.

3.0 **Implications**

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

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.

- PPIC Annual Report 2022-23
- PPIC Annual Report 2023-24
- PPIC Annual Report 2024-25

2025 / 2026



POLICY AND PERFORMANCE IMPROVEMENT COMMITTEE

ANNUAL REPORT 2025-26



CONTENTS

Introduction to Newark and Sherwood	3
- Our area	3
- Our residents	4
- Our services	4
Foreword	5
Overview of the Policy & Performance Improvement Committee	6
- Composition of membership	6
Review of work	7
- Working groups	8
- Shaping Policies & Strategies	11
- Driving service improvement	16
- Scrutinising & questioning performance	25
Scrutiny role	30
Future work	39
Appendix one: Policy & Performance Improvement Committee Members	40

Our Residents (2021 Census):

A resident population of **122,956** made up of **50.8% female** and **49.2% male**. Newark and Sherwood is the largest district in Nottinghamshire with an area of 251 square miles (or 651 Sq. kilometres).

Newark and Sherwood has an ageing population. **6.2%** of the district's population are between 70 and 74. This is **1.2% higher** than the English average.

In 2011, **19.2%** of the district's population was over 65. This has risen by **3.4%** and in 2021, with **22.6%** of the district's population being over 65. This is predicted to rise further, with **27.7%** of the district's population set to be 65 or above by 2040.

17.1% of the district's population are schoolchildren and full-time students. There are **53,331** dwellings, of which around 10% are owned by the District Council (social housing).

Our services

For every £1 a resident pays in Council Tax, 7.4p is allocated to NSDC, with the remaining funds going to Nottinghamshire County Council, Nottinghamshire Police, the Police and Crime Commissioner, Nottinghamshire Fire and Rescue and Parish/Town Councils.

We deliver a wide range of services for our residents, and the diagram below summarises these.



We are also a landlord to over 5,500 Council homes and in this role we conduct all housing management functions such as allocating tenancies, undertaking repairs and maintenance, maintaining housing estates and collecting rent.

FOREWORD

I am delighted to share this report, which outlines the efforts of the Policy and Performance Improvement Committee. Within this report, you'll find details about the work carried out by Councillors throughout the last year, along with an emphasis on the outcomes those actions have achieved.

Over the past year, the Committee has worked in close collaboration with officers to facilitate the Council's business. Initiatives such as the introduction of Council Tax Support for Terminally Ill Residents and Simpler Recycling have highlighted the Committee's commitment to addressing key issues. The Committee has provided constructive input aimed at improving outcomes for residents, while consistently offering valuable challenges and recommendations to the Cabinet.

The impact of Local Government Reform (LGR) is increasingly evident in the reports and presentations received by the Committee, as well as in the questions directed to officers and portfolio holders. This will remain a significant aspect of the Committee's work in the year ahead.

The Committee continues to prioritise the enhancement of tenants' quality of life. Efforts include boosting tenant engagement and implementing policies designed to strengthen compliance and safety within our tenants' homes, including two gas safety policies and a new policy for passenger lifts, stair lifts, and hoists.

I would also like to thank the Councillors who took part in the working groups, especially the 'Life Chances for Girls' group. Their input generated strong recommendations that officers will take forward over the coming year.

I sincerely thank the officers who support this Committee for their ongoing energy and enthusiasm. I also want to acknowledge my Vice Chair, Cllr Neil Ross, for his support throughout the past year, along with all the officers and partners who have made presentations to the Committee.

I look forward to another year on this Committee, working to achieve better results for all customers, residents, and businesses in Newark and Sherwood.



Cllr Mike Pringle
Chair of the Policy & Performance
Improvement Committee



Cllr Neil Ross
Vice-Chair of the Policy & Performance
Improvement Committee

OVERVIEW OF THE POLICY AND PERFORMANCE IMPROVEMENT COMMITTEE (PPIC)

Our Policy and Performance Improvement Committee (PPIC) fulfils the 'scrutiny' function required in the Cabinet model, as well as serving as an integral role in improving the work of the Council. All meetings are streamed live and are 'open meetings,' meaning public and press can attend. The Committee meets at least six times a year.

PPIC itself is not a decision-making body, it offers recommendations to the relevant Portfolio Holder's. These recommendations help improve policies, services, and their implementation. PPIC also contributes to policy and strategy development and oversees partnership work with regular input from the Nottinghamshire Police Authority, Department for Work and Pensions (DWP), and Sherwood Forest Hospitals NHS Foundation Trust.

PPIC may also choose to look at a specific issue, decision, or topic by adding a review to the work programme. For example, they may review a service pilot, scrutinise progress of a key project or review an area where performance is not as expected. This can be done after a decision has been made or they may choose to feed into the decision making by reviewing the topic to ensure a decision is well made.

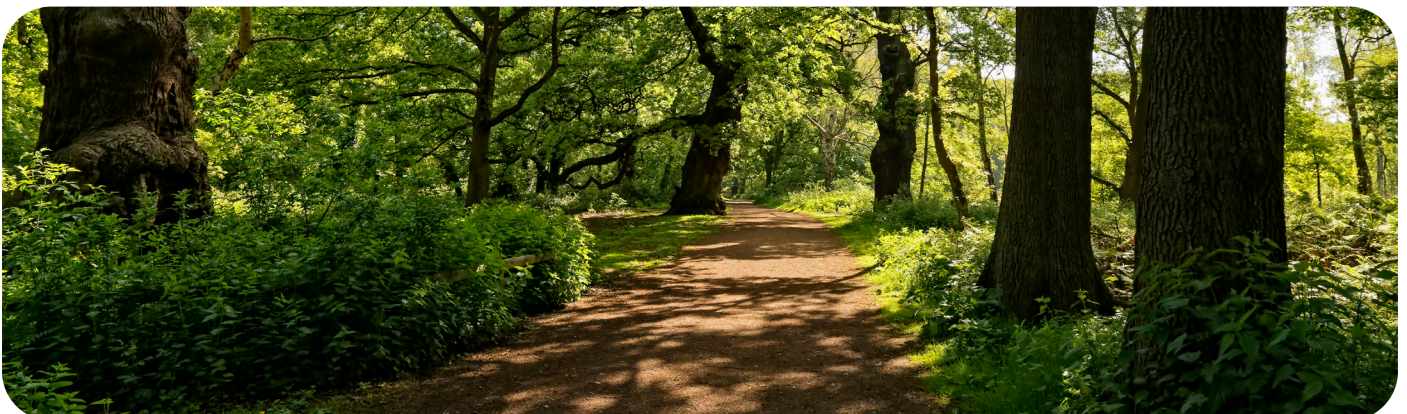
Where more detailed work is required, such as the development of a policy or the detailed review of a service area, a working group is set-up to undertake this work. Working Groups meet 3 to 5 times, listen to evidence, and examine data, then develop recommendations which are forwarded for a relevant decision.

PPIC also has statutory powers to scrutinise decisions that Cabinet is planning to take and those that have already been taken. In practice much of their work is a form of scrutiny, including inviting Portfolio Holders to present at PPIC.

Composition of membership

PPIC consists of 15 Councillors, including a chair and vice chair, who are appointed by full Council, which reflect the political balance of the Council. The Committee has had a busy year examining a broad range of issues affecting the Council, its services, and Local people. PPIC has also had a watching brief of all items going to Cabinet for decision, raising queries as appropriate and providing comments. This has led to a variety of topics being reviewed, both in Committee and by working groups. Any Councillors can submit a topic to be examined, and apart from Cabinet members, any Councillor can request to join a working group.

A work programme is developed for the year but has suitable capacity to ensure issues can be considered as they arise.



2025/26 in numbers

Committee Member - 15



Substitute Members - 7



Meetings - 9



Reports/presentations - 68



Working groups - 3



Councillors attended PPIC or Working Groups - 33 out of 39 Councillors



REVIEW OF WORK

PPIC have been involved in developing and shaping Council policies and strategies, questioning the Council's performance, and driving improvement to services. During the year PPIC received information in the form of presentations, updates, and reports. Reported below is a snapshot of the work PPIC have been doing in the last 12 months, separated into the 4 key areas that demonstrate PPIC's responsibilities:

1. Working groups
2. Shaping policy and strategy
3. Driving service improvement
4. Scrutinising and questioning performance.



1. Working groups

Working groups are set up to conduct detailed pieces of work, such as a piece of development or a review, outside of the main Committee agenda. So that this can happen, any working group must have a clear aim as part of its setup. The aims must:

- Improve the quality of life of residents, or
- Enable value for money of local services.

The topic of a working group can be proposed by the Committee or by any of our 39 Councillors completing a 'Topic Request Form.' This form will be considered by officers who will add further information as required before being considered by PPIC.

Working groups consist of up to nine Councillors (excluding Cabinet Members) who volunteer, with the final membership agreed by the Chair of PPIC. Each working group will be chaired by a member of the Committee. Working groups can be put in place to develop a policy or strategy, undertake a piece of development work such as shaping a bid, or undertake a review of an area experiencing poor performance.

Three working groups were completed in **2025-26**.

Out of remit activities (Dec 2025)

The Out of Remit Activities Working Group was established following a topic request submitted in January 2025, driven by concerns regarding increasing pressure on Council resources, staff workload, and findings from the LGA Corporate Peer Challenge.

The review was guided by the approved Review Initiation Document and sought to define and identify activities delivered beyond the expected remit of a District Council, focusing on mapping non-statutory services and testing the principle of "if we didn't provide this service, who would?."

The objectives of the working group were to:

- Define what is 'out of our remit'.
- Map all activities/commitments within the Community plan (and wider where applicable).
- Scrutinise all commitments that fall within this category.

Across a series of sessions, the group reviewed the Community Plan and undertook detailed "deep dives" into flood resilience and public health, exploring both the Council's statutory responsibilities and the extent of its wider discretionary and community leadership role, including the financial and operational implications of these activities.

The working group, informed by the key findings across all four sessions, made four key recommendations:

- 1. The Leader of the Council to formally write to the Mayor of the East Midlands Combined County Authority regarding flooding.**
- 2. Invite the Environment Agency to attend PPIC to clarify priorities and partnership working.**
- 3. Ensure continuity of public health services by appointing the Senior Health Improvement Officer to the LGR implementation group.**
- 4. Invite Planning Infrastructure colleagues to present to PPIC on areas where activity extends beyond typical district council responsibilities.**

Life Chances for Girls (Jan 2026)

In February 2025, PPIC received a topic request form concerning 'Life Chances for Girls'. A report by the charity Plan International highlighted that Newark and Sherwood was among the bottom 20% of places in the UK to be a girl. The statistics found that women and girls in the district spend 10 fewer years in good health, 25% of girls leave school without achieving good GCSE results, one in three live in poverty, and women earn 23% less than men.

The objectives of the working group were to:

- Collate data from Plan International and other sources to understand the extent of the issue for Newark and Sherwood, including any specific challenges or disadvantages.
- Complete a scoping exercise to understand the extent of the activities currently being provided by the Council and partners, including signposting and promotion.
- Explore if and how there can be changes, or work in this area that can be done differently to intervene, improve, and advocate the life chances for girls and young women in the district by the Council and by our partners.

The working group convened on five occasions between April and September 2025 drawing together insight and expertise from officers across the Council and external partners. The variety of attendees allowed the group to gain perspective and a deeper understanding of the district, recognising that the strength of local support networks and access to services can directly affect quality of life and determine whether individuals can fully realise their rights. The developed recommendations are organised under four main themes:

- 1. Feelings of safety**
- 2. Health and wellbeing**
- 3. Empowerment and future prospects**
- 4. Communication and Engagement**

PPIC endorsed the recommendations in January 2026 and forwarded it to Cabinet. In January 2026, Cabinet endorsed the recommendation from the working group.

Since the recommendations were endorsed, work has continued to maintain momentum and drive delivery. This has included partner meetings to support action owners and the development of website and intranet materials to make progress visible and accessible.

Regular contact with partners has supported more qualitative performance reporting and exploration of funding opportunities. Work is also under way with local schools to share materials and build future collaboration. A follow-up report on progress against the recommendations will be presented to PPIC in October 2026.



Estate Walkabouts (Apr 2026)

In June 2025, PPIC received a formal topic request form concerning a review of the 'Estate Walkabouts'. 'Estate Walkabouts' offer an excellent opportunity for Tenants to support NSDC's efforts in keeping our communities clean, well-maintained, and free from issues. During these walkabouts, Tenants have the chance to connect with fellow Tenants, staff, and representatives from agencies dedicated to upholding high standards in our neighbourhoods.

Estate Walkabouts are designed to foster a strong sense of community, ensure transparency in the Council's processes, and involve residents in the decisions that affect their living environment.

The objectives of the working group were to:

- Review the existing walkabout process.
- Identify key issues and areas to improve the current approach.
- Develop and agree a consistent, standardised process.

The working group convened on three occasions between January and March 2026, incorporating input from Councillors, tenant champions, and relevant officers from different teams across the Council. The key areas of discussion influencing the recommendations included delivery and documentation, resident and organisation engagement, accountability, and action tracking/feedback.

The collective contribution of the working group enabled the endorsement of the following recommendations and agreed the start of the new walkabout cycle with the revised approach.

- Endorse and agree with the re-naming of the estate walkabouts, to 'Community Walkabouts.'
- Endorse the reduction of the walkabout schedule.
- Review and endorse the newly developed supporting documentation.
- Endorse the introduction of a refined assurance pathway.
- Endorse the agreed timeline.

These recommendations were endorsed by PPIC in April 2026.

Following PPIC's approval of the Community Walkabouts in April 2026, staff have been trained on the new process and quality standards. Two pilot walkabouts have been completed successfully, and a full programme of 12 walkabouts has now been scheduled and communicated. Two Community Walkabouts have been completed in Clipstone and Hawtonville. Feedback has been positive, with the revised approach improving flexibility, targeting, partnership working, and local engagement.

The next stage will trial a new app to improve delivery, data capture, and overall service efficiency.



2. Shaping Policies and Strategies

Corporate Annual Budget Strategy for 2026/27 (June 2025)

The Committee reviewed a report from the Business Manager for Financial Services which detailed the proposed General Fund, Capital, and Housing Revenue Account (HRA) Budget Strategy for 2026/27. The report informed Councillors ahead of the detailed budgeting process. It outlined that this process would determine both the Council Tax and HRA rent levels for the year.

The strategy incorporated existing financial policies and budget principles, which had been reviewed and updated as needed. It also referenced the current Medium Term Financial Plan (MTFP), approved in March 2025, including a projected Council Tax increase of 1.94% for Band D properties.

Additionally, the report summarised the key assumptions underpinning the draft 2026/27 budget, such as staff costs, employer pension contributions, inflation, fees and charges, and interest rates.

Outcome

Councillors agreed to recommend Cabinet to approve the overall General Fund, Capital & HRA Budget Strategy for 2026/27, they also noted:

- The consultation process with elected Councillors.
- That Budget Officers continue to work on the assessment of various budget proposals affecting services for consideration in setting the Council's budget.
- That Budget Managers work with Finance Officers in identifying further efficiency savings, increasing income from fees and charges and in identifying new sources of income.
- Recommend to Cabinet that the policies and principles on Budgeting, Council Tax, Reserves & Provisions, Charging, Value for Money be reviewed with any recommendations being forwarded to Council for consideration.

Cabinet approved the overall General Fund on 8 July 2025 and agreed the recommendations made by PPIC.

Nottinghamshire & Nottingham Draft Local Nature Recovery Strategy Consultation (June 2025)

The Committee reviewed the report from the Business Manager for Planning Policy & Infrastructure and the Ecology & Biodiversity Lead Officer, regarding the creation and consultation of the Local Nature Recovery Strategy (LNRS) by Nottinghamshire County Council (NCC).

The report detailed NCC's appointment as the Responsible Authority by the Secretary of State for Environment, Food & Rural Affairs, with NSDC and other local bodies acting as supporting authorities. The key requirements for the LNRS of being evidence-based, locally led, and collaborative, were outlined, along with the process for drafting and adopting the strategy.

Outcome

During a positive discussion, Councillors raised several points, including suggestions to expand mapped areas at Lowfield Lane's southern buffer zone, with assessments planned for potential inclusion of a grassland site. Further questions were posed about safeguards for maintaining mapped areas, especially those under private ownership and it was clarified that while landowners could request removal from mapping, protected and wildlife sites would remain safeguarded locally. The possibility of the Council purchasing land to enhance biodiversity was

also considered, with a review of current landholdings to follow.

The Chair requested ongoing updates to the Committee on the consultation's progress and the strategy's formal adoption.

Councillors agreed to recommend to Cabinet to approve the strategy as the Council's consultation response.

The strategy went to Cabinet on 14 October where they raised no objection to the proposed Nottinghamshire & Nottingham LNRS being published and that officers prepare any guidance necessary regarding usage of the LNRS in relation to planning development and the preparation of biodiversity net gain assessments.

Equality, Equity, Diversity & Inclusion Review and Revised Strategy (Jan 2026)

The Committee received an update on the review and revision of the Council's Equality, Equity, Diversity & Inclusion (EEDI) Strategy. The revised Strategy was presented by the Business Manager for Transformation & Service Improvement.

The review was prompted by the need to comply with the Equality Act 2010 and to demonstrate the Council's ongoing commitment to fairness and inclusion. An audit indicated that, while statutory requirements were being met, some documentation in policies and procedures needed improvement.

A targeted action plan was developed and all actions within this plan have now been completed.

Outcome

During discussions, it was clarified that all Council buildings are accessible, some of the older properties had required retrofitting, such as the Palace Theatre, which now has lift access. In addition, signage for toilet facilities across the estate is now compliant with the latest Supreme Court ruling.

Councillors noted the changes made to the Council's EEDI approach and that the revised Strategy be endorsed and recommended to Cabinet for approval.

In February 2026, Cabinet approved the EEDI Strategy.



Newark Town Centre Masterplan and Design Code Update (Feb 2026)

The Committee reviewed a report, jointly presented by the Town Centre & Visitor Economy Manager and the Senior Planner, to update Councillors on the Newark Town Centre Masterplan and Design Code.

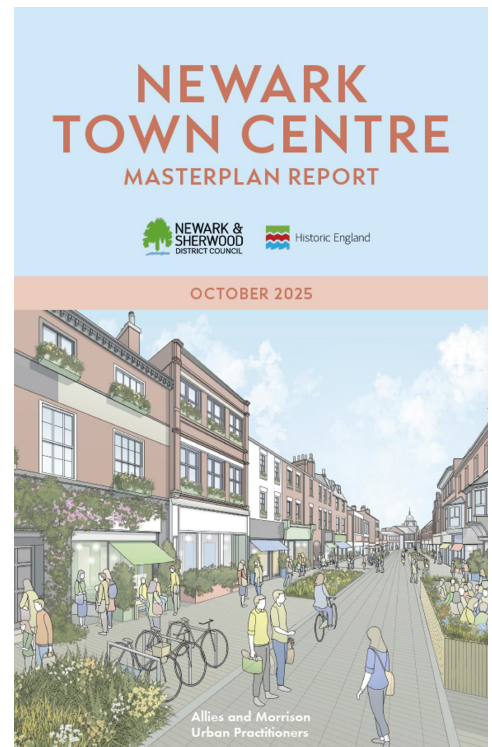
In Autumn 2023, NSDC partnered with Historic England to develop the Masterplan and Design Code, with Allies & Morrison, delivering the programme and overseeing public consultation. Having the same team develop both documents together provided consistency and efficiency.

The Masterplan is organised around six key themes:

- 1. Revitalising the Market Place to create a safe and flexible space.**
- 2. Supporting a strong economy and promoting town centre living.**
- 3. Encouraging education, skills training, and creative industries.**
- 4. Enhancing riverside leisure and improving flood resilience.**
- 5. Improving walking, cycling, and public transport connections.**
- 6. Celebrating Newark's history and cultural assets through interpretation and events.**

Outcome

Councillors recommended to Cabinet to adopt the Newark Town Centre Masterplan and Design Code (the latter through a revision to the Newark Conservation Area Appraisal and Management Plan). This was approved by Cabinet in February 2026.



Biodiversity Strategy & Biodiversity Report (March 2026)

The Committee reviewed a report from the Business Manager for Planning Policy & Infrastructure, which outlined a proposed Biodiversity Strategy and presented the legally required Biodiversity Report for 2026-2027, correcting an earlier reference to 2024-2025.

The Cabinet had previously approved the publication of the Biodiversity Report in June 2024, with a commitment that the final agreed actions would be submitted for Cabinet approval within three months of the report's publication.

The Council is legally required to publish a Biodiversity Report, with the first reporting period ending no later than 1 January 2026, and all reports must be published within 12 weeks following the end of each reporting period.

Outcome

Councillors endorsed the amended Council's Biodiversity Strategy and the publication of the proposed Biodiversity Report 2024-2025 and that future Biodiversity Reports will be published annually.

Customer Experience Strategy 2023/2027 Progress Report (Apr 2026)

The Committee received an update from the Business Manager for Customer Services on the progress of embedding the Customer Experience Strategy within the Council.

The report outlined the Strategy's integration into the Council's Community Plan, which allows performance monitoring of customer interactions. Key achievements included:

- Embedding the Strategy across Council operations and culture.
- Revitalising the Residents' Panel to better reflect community demographics for improved services.
- Expanding accessible online services, while maintaining phone and in-person options.
- Enhancing customer satisfaction measures through regular surveys.

NSDC's Performance Management Framework supports these efforts by tracking awareness, engagement, service delivery, and resolution to inform improvements. Upcoming actions involve further customer service training, setting service standards for different business units, and greater promotion of the Customer Promise.

Outcome

Councillors noted the ongoing work and the progress made of the delivery of the Customer Experience Strategy 2023/2027.



Heating & Gas Servicing Policy (April 2026)

The Gas Meter Make Safe Policy (April 2026)

Passenger Lifts, Stair Lifts & Hoists Policy (April 2026)

The Committee reviewed three reports from the Business Manager for Building Safety & Asset Management, who provided an update on the development of the Heating & Gas Servicing Policy, The Gas Meter Make Safe Policy and the Passenger Lifts, Stair Lifts & Hoists Policy.

These policies form part of a broader suite of compliance measures aimed at ensuring that NSDC adopts a robust approach to both regulatory compliance and customer safety. These Policies 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.

Outcome

During discussions, Councillors asked a number of questions including the circumstances under which it would be necessary to mechanically seal a gas meter. The Business Manager responded that any gas meter which had not received a service within the required timescale would be considered unsafe, and this would be treated as an emergency by the Council.

Councillors sought 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, Councillors 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.

Councillors noted and endorsed all three policies to ensure legal compliance and improve service delivery in line with legislation, regulation, and industry best practice and that it is recommended to Cabinet for approval.



3. Driving Service Improvement

Review of the Executive Forward Plan

It is a standard item that the Committee reviews the Council's Executive Forward Plan and the minutes from Cabinet. This enables the Committee to see what decisions are being made across the Council. To review and comment on progress & performance and to request more information and updates from officers as required.

Homelessness Prevention & Rough Sleeper Strategy and Delivery Plan (2024-2029) Annual Update Year one (June 2025).

The Committee reviewed a report on the first year's progress of the Council's Homelessness Prevention & Rough Sleepers Strategy 2024-2029 by the Business Manager for Regeneration & Housing Strategy and a Homeless Strategy Officer.

The report highlighted the statutory requirement for a homelessness review and strategy and the creation of a multi-agency delivery plan.

It set out the key activities completed so far:

- **Leading the Rough Sleeper Initiative.**
- **Working with the Safeguarding Adults Board.**
- **Piloting a homeless women's census.**
- **Developing a Prison Release Protocol.**
- **Hosting an event on homelessness prevention.**
- **Commissioning a supported housing needs assessment.**

Outcome

During discussion, Councillors enquired about the launch date for the Prison Release Protocol, the inclusion of timelines for outstanding actions, and opportunities for accelerating additional items in the plan.

Officers responded that timelines could be included in future updates and that further priorities would be considered as funding allowed. The Committee also discussed the distinct experiences of homelessness among women and noted that National rollout of a women's census initiative was forthcoming. The Chair of the Committee requested regular updates on delivery plan actions.

Councillors noted the progress against the delivery plan.

Simpler Recycling, National Policy Changes (Sept 2025)

The Committee reviewed a report from the Waste & Recycling Manager outlining NSDC's progress towards the new National recycling requirements and their anticipated impact. The report presented key elements of the 'Government's Simpler Recycling Strategy,' detailing phased implementation over two and a half years, with food waste collections delayed by an additional 18 months due to contractual reasons. The timelines and future changes for both commercial and domestic waste collection were summarised, as well as the financial implications.

Outcome

Councillors discussed the opportunity for cost savings and efficiencies, suggesting that food waste collections could be managed as a county-wide scheme, particularly given the forthcoming local government reorganisation. The Waste & Recycling Manager explained that the new collections would be implemented prior to reorganisation but confirmed that further efficiencies might be realised afterwards.

Councillors raised some concerns about safe disposal of batteries and vapes, with a request for clearer public guidance. NSDC collects batteries if they are left on the bin lids in carrier bags for safe disposal at the Veolia plant, but there is currently no provision for vape collection, which has led to incidents of fires in collection vehicles.

The Committee agreed that recycling processes should be made as simple as possible for residents. Queries about bin sizes for new properties highlighted ongoing challenges, including storage issues, and the Waste & Recycling Manager noted the need for a future review of waste composition.

In closing the debate, the Chair welcomed the report and requested that continued updates be provided to the Committee. Councillors noted the current status of the project and that further update reports be provided to the Committee.

Since the report went to the Committee, the introduction of simplified recycling has been effective, with notable increases in commercial recycling and a significant reduction in domestic recycling contamination rates. Efforts are ongoing to standardise food waste collection across the county, and discussions about implementing a vape drop-off point are in progress, although a decision is yet to be reached.



UK Shared Prosperity Fund & Rural England Prosperity Fund Update (Oct 2025)

The Committee received a presentation from the Business Manager for Economic Growth & Visitor Economy, the Economic Development Grants & Programmes Manager and the Economic Growth Officer. They outlined the progress, delivery, and future of the UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund (REPF).

The update covered a variety of projects supported across the District, including grant funding and business assistance, with a focus on ensuring long-term sustainability after the initial funding period.

It was noted that the UKSPF and REPF programme is scheduled to conclude in March 2026. Any remaining functions and funds will be transferred to EMCCA. Councillors were receptive to the report and specifically requested information about green and eco projects that had received support.

Outcome

Councillors noted the updates and achievements to date, highlighting the opportunities linked to potential future UKSPF/REPF investment, while acknowledging the ongoing uncertainty around programme funding beyond March 2026, as outlined in this report.



Affordable Housing Delivery Report 2024/25

The Committee received an update from the Business Manager for Healthy Places and the Senior Housing Strategy & Development Officer who outlined the affordable housing delivery across the district for the 2024/25 financial year and progress on the five-year Housing Revenue Account (HRA) Development Programme was detailed.

Key points included the collaborative design of affordable housing with Planning Officers to ensure developments are both acceptable and desirable for future residents. An Affordable Housing Supplementary Planning Document (SPD) is being prepared to guide future design and planning decisions. The Council now retains 100% of receipts from these developments.

Outcome

The Committee discussed the Section 106 (S106) agreement process. While the process can be challenging, particularly regarding scheme viability, Councillors recognised the substantial community benefits these agreements can deliver.

Councillors noted the affordable housing delivery report and the progress with the Council's five-year HRA development Programme.

Annual Outturn, Health Improvement & Community Development Teams (Oct 2025)

The Senior Health Improvement Officer and the Senior Community Relations Officer presented an overview of the Health Improvement & Community Development Teams' delivery for 2024-25. Key activities included running grant schemes, responding to the cost of living crisis, engaging under-represented groups, and organising events such as the Newark and Sherwood Community and Sports Awards and Volunteer Thank You week.

All primary schools in the District were invited to participate in the school uniform scheme, with 37 schools applying. Volunteer Thank You week was widely promoted, and Councillors were encouraged to provide further details for inclusion; the event timetable is typically set for June. The Committee showed strong support for initiatives benefiting veterans.

The Council is currently mapping defibrillator machines across the District to optimise their placement and ensure rational coverage.

Outcome

Councillors noted the report and presentation.

Council Tax Support for Terminally Ill Residents (Dec 2025)

The Committee reviewed a report from the Transactional Finance Manager and the Business Manager for Revenues & Benefits, outlining options to support terminally ill residents with discretionary council tax relief. The Council had previously endorsed developing a policy for council tax exemption for terminally ill residents and their household members under the local tax reduction scheme.

Four options were presented, with Option 3 recommended as the best fit. Option 3 is to develop a scheme to provide 100% council tax relief to all households who are in receipt of relief through the local council tax relief scheme (LCTR) within the Newark & Sherwood district impacted by having a relative living in the household who has been diagnosed as receiving end-of-life care.

Additionally, a letter was sent to the Secretary of State for Housing, Communities & Local Government, urging consideration of a national policy for such exemptions.

Outcome

Councillors agreed to prioritise starting the scheme quickly, aiming for future expansion. The Transactional Finance Manager confirmed it could begin on 1 April 2026, pending Cabinet approval, with discussions with other organisations to follow.

Regarding Council Tax Relief (CTR), Councillors asked about the processing speed for terminally ill applicants. The Transactional Finance Manager explained that the SRI form, used to fast-track benefits for people expected to live less than 12 months, would be submitted by the NHS to both the DWP and Council, with expedited measures for these claims.

Councillors agreed to endorse and recommend to Cabinet that approval be given to the preferred Option 3 as detailed in the report and that Officers be instructed to develop a Discretionary Council Tax Relief Scheme to support households facing the hardship of living with a terminally ill family member. Councillors also recommended that Officers be authorised to approach Nottinghamshire County Council, the Nottinghamshire Police & Crime Commissioner, and the Nottinghamshire & City of Nottingham Fire Authority in relation to expanding Option 3 – the Discretionary Council Tax Relief Scheme.

In January 2026 Cabinet approved Option 3 and approved the Discretionary Council Tax Relief Scheme to support households facing the hardship of living with a terminally ill family member.

The Policy came into effect in April 2026, as of May 2026 three households have received support via a top up to their Council Tax support, effectively reducing their 2026/27 liability to zero. The total support provided across the three households is £2,959.

Gender Pay Gap Report (March 2026)

The Committee reviewed the HR Business Partner's update on NSDC's gender pay gap (GPG), based on data from 31 March 2025. The report compares average earnings for men and women across all roles, including regular pay and certain allowances, but excludes overtime, redundancy, termination payments, and staff on reduced family or sick leave pay.

A positive GPG value means men are paid more on average, a negative value means women are paid more. Councillors asked about manual apprenticeships, such as in trade teams and environmental services. The HR Business Partner noted that although these opportunities exist, more men apply, but efforts are underway to attract more female applicants.

Outcome

Councillors noted the content of the report and the positive position of our gender pay gap.

Enhancing Tenant Engagement at Newark & Sherwood (March 2026)

The Committee considered the report presented jointly by the Business Manager for Housing Services and the Tenant Engagement Officer, which set out a series of measures to build on and strengthen the role and influence of tenants in the management of their homes and neighbourhoods.

A review had taken place of the effectiveness of the current arrangements, and this has been undertaken in conjunction with the Tenant Participation Advisory Service (TPAS) and involved tenants offering their time, lived experience and skills, to feedback and support NSDC to improve housing services.

The aim has been to strengthen tenant influence and improve service outcomes, reflecting the Council's commitment to ensuring tenant insight shapes decision-making.

Outcome

Councillors discussed this report at length and whilst some Committee members endorsed the report 'as is,' a number required further clarification on a number of sections, and it was therefore agreed that the report would return to the Committee on the 13th April 2026 for further consideration. Please see below for the Outcome from PPIC in April 2026.

Revisiting – Tenant Engagement at Newark & Sherwood (Apr 2026)

The Committee revisited the report of the Business Manager for Housing Services on strengthening tenant engagement arrangements, which was re-presented following the meeting of 16 March 2026 to provide further clarification requested by Councillors.

The report described the review of current arrangements undertaken with the aim of increasing tenant influence and improving service outcomes. During consideration of the report and accompanying Terms of Reference, Councillors sought clarification on the process for removing a Board Member, the appointment of a Vice-Chair, the timing of Board meetings, and the distinction between a Tenant Champion and a Tenant Scrutineer

Officers advised that the Vice-Chair could be any Board member, meetings would be arranged at times mutually convenient to Councillors, and that Scrutineers would be assigned specific areas to review. Councillors also discussed the proposed approach to recognition and incentivisation, with differing views expressed, officers clarified the remuneration available to involved tenants.

In response to questions on district-wide engagement, Councillors were advised that Tenant Participation Advisory Service (TPAS), were supporting recruitment and that existing community link groups would assist engagement, and that Champions and Scrutineers would be allocated areas to target and did not need to live in those areas.

The Director of Housing, Health & Wellbeing advised that it would not be possible to capture every removal scenario within the Terms of Reference and recommended that the removal provision remain, with further detail set out in a supporting document.



Outcome

The progression of tenant engagement arrangements and the clear service improvements resulting from tenant insight and involvement was noted by the Councillors and that 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.
- Rename the current Tenant Engagement Board to Tenant Influence & Assurance Board.

Councillors also noted and endorsed:

- The Tenant Engagement Framework and proposed programme of recruitment.
- 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.

The report progressed to Cabinet on 21 April 2026 for decision on the recognition of the scheme be noted, where it was approved by Cabinet.

The amended report progressed to the Governance, General Purposes & LGR Committee on 16 April 2026 with a recommendation for endorsement and an onward recommendation to Full Council on in May 2026 for approval of the proposed changes to the constitution be noted.



Planning & Infrastructure – Presentation (Apr 2026)

The Committee considered a report and presentation from the Director for Planning & Growth and the Business Manager for Planning Policy & Infrastructure. They updated Councillors on NSDC’s involvement in planning and infrastructure matters, including the complexity of the infrastructure landscape and examples of “out of remit” work beyond traditional district council responsibilities.

Councillors had requested this presentation, following the work of the ‘Out of Remit’ working group, which would explain what is meant by infrastructure and how the Council is involved directly and indirectly? The presentation also highlighted that England’s infrastructure system is fragmented across multiple providers and regulators, making change difficult. It was noted that without the Council’s involvement, strategic infrastructure may not be delivered.

Outcome

Councillors queried whether the creation of the East Midlands Combined County Authority (EMCCA) had made lobbying more efficient and were advised by officers that EMCCA was still establishing itself as Transport Authority and that the Mayor had undertaken extensive consultation on the Transport Plan.

Councillors also raised concerns about whether sufficient resources existed to sustain out-of-remit work. Officers confirmed that NSDC had an Infrastructure Lead Officer role but noted challenges in engaging with large external organisations and that delivery of some projects would ultimately sit with external bodies. The Chair concluded that ongoing engagement with external organisations and development of a district-wide vision remained vital.

Councillors noted the report and presentation.



4. Scrutinising and Questioning Performance

Performance Reporting

It is also the role of the Committee to review how the Council is performing in three key areas:

- **Financial performance**
How the Council is performing against the Medium-Term Financial Plan.
- **Service performance**
How the Council is performing against its Community Plan.
- **Customer feedback**
How the Council is performing in complaint handling.

The Committee regularly receives quarterly reports assessing the Council's performance. Each quarter, Councillors thoroughly examine these reports, ask questions, and seek additional details or updates from officers about areas that need improvement. Officers then report this information back to the Committee, allowing progress to be tracked and monitored.

Yorke Drive Development Update (June 2025).

Councillors received a report and presentation from the Business Manager for Regeneration & Housing Strategy and the Senior Regeneration Officer, outlining the project's progress and milestones, which included the neighbourhood study, accelerated construction funding in 2017, outline planning approval in 2019, procurement, and reserved matters work culminating in approval in January 2025.

Outcome

Councillors queried the impact on local school places, with officers advising that any population increase would be mitigated through Section 106 funding. Councillors also questioned the projected completion date of winter 2031, officers explained the extended timescale reflected a commitment that residents would only need to move once.

Officers confirmed confidence in meeting phased dates as permissions and funding were in place. The Chair highlighted the need to understand delivery status of capital projects in light of local government reorganisation and requested ongoing progress updates.

Councillors noted the progress of the York Drive Regeneration Scheme.



Newark & Sherwood Community Lottery annual update (July 2025)

The Committee considered a report from the Business Manager for Regeneration & Housing Strategy, which provided an annual update on the Newark and Sherwood Community Lottery Scheme.

The report set out the scheme's impact since launch, including the number of registered 'good causes' receiving financial support through ticket sales, and noted that while the number of supporters had fallen, ticket sales had increased and income rose from £34,569.00 (year 3) to £39,405.60 (year 4).

Outcome

During discussion, Councillors raised concerns about gambling and asked whether the demographic profile of supporters was measured. The Business Manager said she would report back on whether that information was available. Councillors agreed that the report be noted.

Local Government Social Care Ombudsman Annual Report (Sept 2025)

Councillors considered a report from the Business Manager for Customer Services who provided information on the Local Government & Social Care Ombudsman (LGSCO) Annual Review Letter.

The report explained that the LGSCO's annual letter summarises the number, type, and outcomes of complaints for each authority. The appendix to the report showed 16 complaints and decisions relating to Council services (compared with 11 complaints and nine decisions in 2023/24).

The report also outlined the Council's complaints handling process and included a table setting out complaint categories and decision outcomes.

Outcome

Councillors noted the contents of the report be noted.



Housing Ombudsman Complaint Handling Code Self-Assessment (Sept 2025)

The Committee considered a report from the Business Manager for Customer Services updating Councillors on completion of the Housing Ombudsman Complaint Handling Code self-assessment.

The report explained that the Code sets best practice for landlords' complaint handling and has been a statutory duty since 1 April 2024, with the Housing Ombudsman responsible for ensuring compliance.

It noted the requirement for an annual self-assessment submission and reported that the Council's self-assessment (covering nine sections) had been completed and reviewed by the Tenant Engagement Board, with the Council compliant in all but one area due to an issue with reports being submitted to the appropriate Committee, of which the Housing Ombudsman was aware.

Outcome

Councillors endorsed the completed Housing Ombudsman Complaint Handling Code Self-Assessment and that it be recommended to the Governance, General Purposes & LGR Committee for approval and that it be published on the Council's website. This was approved by the Governance, General Purposes and LGR Committee in September 2025 and was published on the NSDC Website.

Corporate estate, annual compliance update (Sept 2025)

The Committee considered a report from the Development Manager for Corporate Property updating Councillors on compliance management across the corporate estate, including both corporate and tenanted properties, and providing a high-level overview of key compliance activity.

Councillors were advised that the 2025/26 corporate compliance budget was £291,760 to deliver statutory compliance servicing across 22 sites, covering areas such as fire, gas and electrical safety, legionella, asbestos, air conditioning, lifts and lifting equipment, and fall arrest systems, with additional information included on service improvements, tenant compliance monitoring, and future work.

Outcome

Councillors raised concerns about poor performance by an external contractor in relation to gas inspections and the protections in place. Officers advised that contractors are subject to interview and references prior to contract award. The Chair requested that future reports include further information on how the Council engages with external contractors.

Councillors noted the content of the report and the work being undertaken across the corporate estate.

Compliance Update, Housing Performance Q1 (Sep 2025)

The Committee considered a report from the Compliance Manager for Housing Maintenance & Asset Management, who set out the housing compliance performance position as of 30 June 2025 (Q1) and provided an update on service activity.

The report explained the performance rating approach recommended by external auditors and the Regulator of Social Housing (RSH) and included details on damp and mould cases. It identified and explained a number of compliance exceptions, including domestic gas servicing, fire safety checks and fire door inspections, asbestos, water safety, stair lifts, EICR certification, and solid fuel and oil servicing.

Outcome

Councillors commented on the report, and the Chair thanked officers for ongoing work relating to damp and mould cases. Councillors noted the exceptions to performance of the housing service compliance functions. They also noted the interim arrangements for monitoring damp and mould ahead of the introduction of Awaab's Law and the ongoing actions to improve and maintain performance.

Nottinghamshire & Nottingham Local Nature Recovery Strategy (LNRS) (Oct 2025)

The Business Manager for Planning Policy & Infrastructure, and the Ecology & Biodiversity Lead Officer attended to update Councillors on the production and consultation on the Local Nature Recovery Strategy (LNRS) by Nottinghamshire County Council and to endorse the District Council's proposed response at the final consultation stage prior to publication of the strategy.

Outcome

Councillors welcomed the report, noting the positive impact the team were having in the District and across the County. They approved the proposed recommendations to Cabinet and the Council's response to the final consultation prior to publication of the Local Nature Recovery Strategy.

Cabinet approved the Strategy in November 2025 and asked Officers to prepare any guidance necessary regarding usage of the LNRS in relation to planning development and the preparation of biodiversity net gain assessments.

Housing Compliance Assurance Report (March 2026)

The Committee considered the Quarter 3 (as of 31 December 2025) Housing Compliance Assurance report from the Business Manager for Building Safety & Asset Investment, outlining performance against the Council's legal and regulatory landlord responsibilities across key building safety areas (including fire, gas, asbestos, electrical and water) and highlighting any exceptions outside target parameters.

Councillors were advised that the performance summary is shared with SLT, the Housing Portfolio Holder and the Tenant Engagement Board, and is reported through PPIC and quarterly to Cabinet to ensure appropriate oversight. The report noted improving compliance for solid fuel servicing (90%) and oil servicing (97.87%), with ongoing work to improve asset data.

Outcome

During discussion, Councillors raised that it appeared that two properties lacked valid hoist

certificates, as in the previous year, and requested confirmation whether these were the same two properties or just a coincidence.

Councillors noted the exceptions to performance of the housing service compliance functions and the interim arrangements for monitoring damp and mould ahead of introduction of Awaab's Law. They also noted the ongoing actions to improve and maintain performance.

Review of HRA Business Plan assumptions (Dec 2025)

The Committee considered a report from the Business Manager for Financial Services outlining the key assumptions required to produce the Council's 30-year Housing Revenue Account (HRA) Business Plan.

The report explained the purpose of the HRA Business Plan and how external assumptions would be used alongside internal factors (such as rent setting, capital investment, and revenue services) to inform the plan, which would then underpin the HRA budget and rent-setting process.

Outcome

Councillors endorsed the assumptions presented and to be utilised in the update of the 30-year HRA Business Plan.



SCRUTINY ROLE

Scrutiny is a statutory requirement for local authorities which operate a Leader and Cabinet (Executive) model of decision making. PPIC does not make decisions but instead monitors, influences and makes recommendations on the work of Cabinet. The overview and scrutiny role, conducted by PPIC Councillors, is designed to support the work of the Council and its Cabinet, and ensure there is the opportunity for checks and balances. The Committee also looks to constructively scrutinise the work of our partners and how we deliver better when we deliver together.

Attendance at the Committee by Representatives of the Department for Work & Pensions (June 2025)

The Chair welcomed the Senior Partnership Manager and Partnership Manager from the Department for Work & Pensions (DWP) to discuss DWP services in the Ollerton area. The representatives explained their roles and responded to Councillors' questions, including clarifying that education is not within the DWP's remit and that their focus is on benefit claimants and removing barriers to employment through work coaching, employer engagement, and vocational training.

They outlined the support for deprived areas, including work coaches, escalation to national programmes after six months of unemployment, specialist support for people with disabilities, and a forthcoming voluntary initiative for economically inactive people.

Outcome

Councillors asked how DWP priorities are set and were informed that they were driven by individual needs with an element of localism. Councillors raised concerns about the removal of a Level 7 qualification and the skills "gap" between lower-level qualifications and levels 6–7. DWP agreed to raise this issue and report back if a response is received.

Councillors also discussed support for hard-to-reach families via family hub-based community work coaches and the accessibility of contact methods. DWP stated that they offer a digital/telephone Universal Credit process, a willingness to run outreach events following the closure of the Ollerton facility, and the option of video calls and home visits where needed.

The Chair welcomed partnership working and requested further information, particularly for Ollerton and asked that details be provided to Ollerton Councillors by email, especially for residents unable to access digital services.

Bassetlaw and Newark & Sherwood CSP progress & performance update and review of priorities (Sept 25)

The Committee received an update from the Business Manager for Public Protection and the Chief Inspector who oversees Bassetlaw and Newark & Sherwood (Nottinghamshire Police) on the work of the Bassetlaw and Newark & Sherwood Community Safety Partnership, including crime and anti-social behaviour (ASB) performance for January to July 2025 compared with the previous year.

Outcome

Councillors questioned detection/charge outcomes and were advised that detection rates were 34% in Newark and Sherwood (July–August 2025) compared with 26.4% countywide.

Councillors also discussed CCTV capability, the timescales covered by Domestic Homicide Reviews, whether further investment was needed given Newark and Sherwood remained the third highest in the county for ASB, despite reductions and how public perception is measured.

Councillors noted the performance information from the Community Safety Partnership.

Presentation by the Environment Agency (Dec 2025)

The Chair welcomed the Partnership & Strategic Overview Team Leader for Notts. & Tidal Trent, from the Environment Agency (EA) to present on flooding in the district.

The presentation outlined the EA's remit (flood risk on main rivers and environmental responsibilities across all watercourses), the range of organisations involved (including Nottinghamshire County Council, Severn Trent Water, and the Trent Valley Internal Drainage Board), and the key challenges such as climate change and storm impacts, alongside current maintenance activity, and future projects.

Outcome

In discussion, Councillors raised ward-specific issues including improving communication between flood groups and the EA. With the EA noting that surface water flooding sits outside the EA's remit, but information sharing would support a coordinated response, the adequacy of EA's input at the housing development stage, with an emphasis on pre-application engagement and constraints of the National planning policy, flooding factors at Middlebeck, concerns about potentially outdated flood mapping and reliance on anecdotal evidence and partnership working with Severn Trent Water.

Councillors received clarification on responsibilities for ditch maintenance, which is generally Nottinghamshire County Council unless privately owned and noted residents can carry out some repairs and it was noted that development can take place in Flood Zone 1.

The Chair thanked the representative from the EA and the Committee welcomed and noted the presentation.



Bassetlaw and Newark & Sherwood CSP progress and performance update and review of priorities (Mar 2026)

The Committee considered the report presented by the Business Manager for Public Protection and the District Commander for Newark and Sherwood to provide an update on the work undertaken by the Bassetlaw and Newark & Sherwood Community Safety Partnership. Councillors were provided with a 6 monthly update, including:

- The current status for Performance, of the Bassetlaw and Newark & Sherwood CSP Action Plan 26-27.
- DAHA.
- Domestic Homicide Reviews and Community Safety Activities.
- Situational Crime Funding.
- Hotspot Funding Patrols.
- Enforcement Activities.
- ASB Panel.
- CCTV and Diversionary Activities/Education Programmes.

Outcome

Councillors noted the Community Safety Partnership performance information.

Presentations by Portfolio Holders

To enable the Cabinet Portfolio Holders to brief the Committee on their remit, present actions and offer an opportunity to ask focused questions. Committee members requested that Portfolio Holders be invited to PPIC meetings.

The Portfolio Holders attended between June 2025 and April 2026 in the following order:

Portfolio Holder for Strategy, Performance & Finance (June 2025)

The Committee considered the update from the Portfolio Holder for Strategy, Performance & Finance covering the progress on the Corporate Peer Challenge Action Plan and updates on three capital projects:

1. 32 Stodman Street, setting out the rationale, funding to date, the delays, and the need for extra grant
2. Ollerton & Clipstone regeneration, including the Levelling Up Fund 2 funding, the delays, and changes since being prioritised)
3. Newark Town Centre Masterplan and design code, including the long-term vision guiding what will be supported and resisted, identifying opportunity areas, informing investors and potential future bids.

Councillors asked a number of questions and the Chair requested ongoing updates on Stodman Street retail units and anticipated support relating to local government reorganisation.

Cabinet Member without Portfolio, Leader of the Opposition (June 2025)

The Leader of the Opposition attended the Committee to explain their role, emphasising the need for constructive challenge to Council policies and the development of alternatives.

Their aim is to be fair, whilst challenging Cabinet, stating that challenges are not always accepted, citing the Kidney Stones decision as example. They raised concerns that Local Government Reorganisation (LGR) could reduce Councillors influence over the capital programme, though he felt officers and Cabinet were preparing as well as possible, and linked this to why he supported separating the Audit & Governance Committee.

They also suggested scrutiny could be stronger, specifically Councillors need more autonomy, and the role of the opposition on Committees. The Chair thanked the Councillor for his candid contribution.

Portfolio Holder for Public Protection & Community Relations (Sept 2025)

The Portfolio Holder for Public Protection & Community Relations briefed the Committee in response to four questions, focusing mainly on tackling anti-social behaviour (ASB).

They highlighted the multi-agency enforcement work including how ASB and Community Protection Officers (CPO) teams' triage and signpost complaints, safeguarding work, and reported that the 'Safer Streets' initiative delivered a 40% reduction in recorded ASB.

Key challenges are the volume and complexity of cases, often linked to issues such as mental health, and stressed the importance of strong partnership working with Police, including early intervention through schools.

They noted Sherwood area incidents are handled the same way as elsewhere, while acknowledging Newark's additional funding is based on crime data. He advised a budget bid would be submitted for more diversionary work and potentially for domestic homicide review investigations (currently funded from reserves). Councillors also raised the delayed mobilisation of a new contractor for Fixed Penalty Notices.

On protests and flags on lighting columns, they reported that there has been no significant local impact on ASB figures and warned that flags can be unsafe. The Police added that protests may reduce into autumn and that community cohesion is a challenge. Knife crime was described as rare locally, with Police continuing schools-based education.

The Chair asked to be kept informed of relevant events.

Portfolio Holder for Climate & the Environment (Oct 2025)

The Portfolio Holder for Climate & the Environment updated the Committee answering six pre-submitted questions.

They outlined progress against the Climate Change Action Plan including solar panels, air-source heat pumps at Blidworth Leisure Centre and electric vehicles/equipment.

Next year's priorities are around bin collections and green spaces/play areas, with funding sought including £10k for environmental education and a Cabinet report on biodiverse greening at community entrances. Councillors noted stronger than expected income from kerbside glass collection and high uptake of garden waste. On food waste collections, he said works at Brunel Drive are on time and in budget and a pilot with and without biodegradable liners is planned.

On biodiversity, he reported 20,000+ trees had been planted since 2020/21, there is a drought impact review underway with potential to add five communities per year for biodiverse entrance planting. On carbon reduction, the Council has achieved about a quarter of the Carbon Trust ten year target, with future progress potentially for the new authority post LGR (2028).

They suggested LGR could streamline responsibilities and help coordinated public transport but would need local sub-structures. They raised concerns about the Open Space Strategy not always being implemented and said the budget process should focus on what resident's value most, including seeking income to offset costs.

There were a number of questions put to the Portfolio Holder where they agreed to provide a written replies to the Committee.



Portfolio Holder for Sustainable Economic Development (Jan 2026)

The Committee considered the report and verbal responses from the Portfolio Holder for Sustainable Economic Development, addressing six pre-submitted questions

NSDC has aligned its growth strategy with the East Midlands Combined County Authority, securing £4.25 million in funding from two successful bids. The Council's approach to town centres is evolving, moving away from a retail-only focus to incorporate leisure, community, residential, and hospitality uses, addressing issues brought by the cost-of-living crisis and Covid. Support for town centres includes free planning advice, rate relief, capital investment, promotions, grants for historic shopfronts, business forums, and improved footfall tracking.

Tourism initiatives are robust, featuring projects like the Rebel Rangers Tour, enhancements to green spaces, the Castle Gatehouse Project, and the 'Happy Families' campaign, all backed by the Tourism Action Group. The Shopper's Gift Card has also seen success. Efforts to help residents with health issues into work or training are largely delivered through partners, with NSDC supporting and funding these activities, including the Future First Expo for connecting young people to employers.

Planning reforms and housing delivery have increased digitisation and prompted a review of the Council's internal processes. The current local plan, submitted two years ago, remains unapproved, leading to the start of a new 36-month plan and the likelihood of speculative housing applications due to the absence of an approved plan and five-year housing strategy. The Council faces difficulties in influencing developers to release homes to the market.

Ensuring residents' voices are heard in planning remains challenging, especially post-reorganisation. Suggestions include encouraging parishes to develop neighbourhood plans and creating community advocate roles for planning applications. Councillors queried the Shopper's Gift Card's performance, tourism promotion, and the availability of non-digital visitor information. The Portfolio Holder confirmed a district-wide remit, ongoing discussions about balancing print and digital information, limited funding allocations, and officer capacity for supporting parish neighbourhood plans, with negotiations underway with external organisations.

The Chair thanked them for attending and requested that tourism updates be brought to future meetings.



Portfolio Holder for Health, Wellbeing & Leisure (Feb 2026)

The Committee considered the report presented by the Portfolio Holder for Health, Wellbeing & Leisure. The Portfolio Holder had been invited to attend Committee to respond verbally to three specific questions.

The first question was whether Active4Today would adopt the Life Chances for Girls working group's recommendations and what the next steps are. Active4Today has included these recommendations in its 2026–2029 Business Plan, now under review. The Sport and Active Lifestyles team is researching district needs to make evidence-based decisions for women and girls. Next steps include using diverse local images, sharing programme success stories, and improving reporting on female participation.

The second question focused on whether there is a budget for maintaining closed cemeteries and if it is adequate. NSDC is legally obligated to care for closed cemeteries transferred from churches, which involves tasks like mowing grass, maintaining pathways, attending to trees, and checking headstone safety. At present, eight cemeteries fall under the Council's management, however the yearly budget of £5,000 does not cover long-term maintenance needs. Even with limited funds, NSDC must continue this responsibility and is required to secure additional resources should significant health or safety concerns arise.

The final question addressed the utilisation of data in understanding health inequalities and determining project focus areas. NSDC relies on local data sources, including the Index of Multiple Deprivation and anonymised GP practice records, to inform decision-making and prioritisation related to health disparities. Through this data-driven approach, NSDC identifies communities and population groups most impacted by poor health outcomes and disadvantage. Consequently, resources and interventions are strategically directed towards neighbourhoods with the greatest need, targeting specific health concerns such as chronic illness, mental health, obesity, smoking prevalence, and low vaccination uptake.

In closing the debate, the Chair thanks them for their attendance and detailed responses to the queries raised.



Portfolio Holder for Housing (March 2026)

The Committee considered the report presented by the Portfolio Holder for Housing. The Portfolio Holder had been invited to attend Committee to respond verbally to three questions.

NSDC is preparing for a forthcoming Regulator of Social Housing inspection, gathering documents to prove compliance with consumer standards. The inspection will centre on quality, safety, transparency, accountability, and tenant focus. The regulator will examine governance and evidence of tenant and councillor involvement. NSDC will showcase initiatives like the TPAS reengineering project, which boosts tenant participation, and the increased number of tenant board members, underscoring its commitment to inclusive engagement.

NSDC has been recognised for its tenant engagement efforts in the Yorke Drive regeneration, maintaining strong communication and focusing on key service areas such as repairs, complaints, and anti-social behaviour. Supported by the Foundation Five campaign and a new Housing Management System, NSDC is making improvements in service delivery and transparency. This period of external scrutiny is helping drive further enhancements and reinforces a customer-centred approach.

In preparation for LGR, NSDC is working with neighbouring authorities to safeguard housing services and ensure safe, compliant operations. The focus is on aligning services, sharing resources, and improving strategies, such as the Supported Housing Strategy and new competency standards. NSDC is also considering cross-district tenant engagement, maintaining essential services throughout the transition, and learning from other LGR experiences. Initiatives like the PPIC working group on Estate Walkabouts, demonstrate a continued commitment to placing tenants at the heart of decision making.

They noted that while housing repairs and empty property turnaround times are still below target, recent restructuring and increased resources, including new management and a dedicated Damp & Mould team, are already yielding positive changes. Improved performance is expected in the next financial year, despite some short-term setbacks as empty homes are addressed and relet.

They described NSDC's approach to improving housing services, highlighting the Strategic Improvement Plan, which is closely monitored with transparent, ambitious but realistic targets. Property surveys show council homes are in good condition, and EPCs are completed when homes are empty. The meeting also discussed how Key Performance Indicators (KPIs) are set, with a written update to follow. Concerns about increasing tenant arrears, mainly due to universal credit, were noted, with more information promised from officers.



Portfolio Holder for Heritage, Culture & the Arts (Oct 2024)

The Committee considered the report and verbal presentation given by the Portfolio Holder for Heritage, Culture & the Arts. The Portfolio Holder had been invited to attend Committee to respond to three questions.

They explained that the new Equality, Equity, Diversity & Inclusion Strategy (2025–2029) is being implemented through an Equalities Steering Group and the introduction of equalities advisors in key departments, helping embed inclusion into day-to-day decision-making and improve consistency in equality-related decisions.

The Castle Gatehouse project has prioritised accessibility and inclusive engagement during the build phase, ensuring residents and visitors can participate. Measures include accessible facilities, audio and visual aids, information in braille, and sensory-friendly options, all aimed at making the new visitor offer welcoming and usable for everyone once opened.

The Heritage & Culture Business Unit (H&CBU) is well positioned for future development, especially with LGR on the horizon. They highlighted that the formation of a unitary authority could enable the creation of a network of cultural hubs with neighbouring districts, leveraging substantial Arts Council England funding. This reorganisation presents opportunities for a unified cultural strategy, aiming to strengthen local identity, health, wellbeing, and community resilience. Ongoing efforts include raising NSDCs national profile and advocating for better transport links to improve access to heritage and cultural sites across the expanded authority area.

Councillors commended the team involved in the Castle Gatehouse project for their enthusiasm and expertise, noting this positive attitude extended to both Council officers and contractors, such as the stonemasons. The discussion highlighted the health and wellbeing benefits of heritage and cultural activities, with outreach efforts being tailored to groups in need and links established with GP surgeries. Praise was given for the Hard Hat Tour of the Castle, and there was support for future collaboration among the county's heritage and cultural assets, including the idea of a single ticket granting access to all venues.

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



Future Work

Officers and Councillors collaborate with Committee members to create a work programme for 2025-26.

However, we know for certain that over the next 12 months PPIC will continue to:

- Review and challenge the performance of the Council.
- Hold Cabinet to account as a critical friend.
- Consider topics raised by Councillors.
- Scrutinise the budget and review performance.
- Undertake reviews and develop strategies and policies.
- Scrutinise large-scale projects such as the Newark Town Investment Plan.

PPIC will also continue to work alongside its key public sector partners and key stakeholders within the Council.



Appendix One: Policy & Performance Improvement Committee Members

Councillor Mike Pringle (Chair)	Ward: Ollerton
Councillor Neil Ross (Vice-Chair)	Ward: Devon
Councillor Alice Brazier	Ward: Ollerton
Councillor Celia Brooks	Ward: Edwinstowe & Clipstone
Councillor Andy Freeman	Ward: Edwinstowe & Clipstone
Councillor Jean Hall	Ward: Balderton South
Councillor Simon Haynes	Ward: Farndon & Fernwood
Councillor Rhona Holloway	Ward: Bilsthorpe
Councillor Roger Jackson	Ward: Dover Beck
Councillor David Moore	Ward: Beacon
Councillor Penny Rainbow	Ward: Southwell
Councillor Karen Roberts	Ward: Southwell
Councillor Kay Smith	Ward: Balderton North & Coddington
Councillor Tina Thompson	Ward: Rainworth South & Blidworth
Councillor Tim Wendels	Ward: Lowdham

Amendments to membership

Councillor Matthew Spoor Ward: Devon

Substitutes

Councillor Neil Allen	Ward: Farndon & Fernwood
Councillor Debbie Darby	Ward: Bridge
Councillor Peter Harris	Ward: Southwell
Councillor Michelle Home	Ward: Castle
Councillor Sylvia Michael	Ward: Sutton-on-Trent
Councillor Emma Oldham	Ward: Balderton North & Coddington
Councillor Maurice Shakeshaft	Ward: Farnsfield
Councillor Linda Tift	Ward: Rainworth North & Rufford

Officer Support

Deborah Johnson – Director of Customer Services & Organisational Development
Carl Burns – Business Manager – Transformation and Service Improvement
Helen Brandham – Democratic Services Officer
Mark Randle – Transformation & Service Improvement Officer

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Report to: Policy & Performance Improvement Committee: 6 July 2026

Director Lead: Nick Wilson, Director – Finance, Revenue & Benefits and S151 Officer

Lead Officer: Andrew Snape, Head of Service - Finance

Report Summary	
Report Title	Corporate Annual Budget Strategy for 2027/28
Purpose of Report	To set out the General Fund, Capital & HRA Budget Strategy for 2027/28, for consideration by Members before detailed work commences.
Recommendations	<p>That the Policy & Performance Improvement Committee recommend to Cabinet to:</p> <ul style="list-style-type: none"> a) approve the overall General Fund, Capital & HRA Budget Strategy for 2027/28; b) note the consultation process with Members; c) note that Budget Officers continue work on the assessment of various budget proposals affecting services for consideration in setting the Council's budget; d) note that Budget Managers work with Finance Officers in identifying further efficiency savings, increasing income from fees and charges and in identifying new sources of income; e) to review the policies and principles on Budgeting, Council Tax, Reserves and Provisions, Charging, Value for Money and make any recommendations to Council; f) note that the additional budget required as a result of the restructure due to LGR in 2026/27 of £273,987 be funded by reserves set aside during 2025/26, and that the additional £16,384 to fund the 2027/28 budget be funded by the reserves set aside during 2025/26. The savings generated from 2028/29 onwards, then occur within the budget thereafter; and g) note the additional FTE in the Planning Policy and Infrastructure team as per 3.7.7 funded for two years from grant funding and added into the general fund thereafter.
Reason for Recommendations	To enable the Council's budget process to proceed in accordance with assumptions set out in this report.

1.0 Background

1.1 The Council’s Constitution sets out the process for developing the Council’s Annual Budget.

1.2 The process requires that, each year, the Council’s Section 151 Officer presents a report on the overall budget strategy for the forthcoming financial year, to the Policy & Performance Improvement Committee.

2.0 **Budget Proposals**

2.1 **Budget Presentation**

2.1.1 The budget process will result in setting the General Fund budget and the Council Tax for 2027/28 and will be approved by Council at its meeting on 9 March 2027.

2.1.2 The budget process will result in setting the Housing Revenue Account budget and the rent setting for 2027/28 and will be approved by Council at its meeting on 9 February 2027.

2.1.3 The budget process will result in setting the Capital Programme budget for 2027/28 to 2030/31 and will be approved by Council at its meeting on 9 March 2027.

2.2 **Financial Policies**

2.2.1 The Council has agreed policies on Budgeting and Council Tax, Reserves and Provisions, Charging, Value for Money and also a set of Budget Principles which set out the approach to be taken in setting the budget for each financial year. These policies were last reviewed by Cabinet on 8 July 2025. The policies and principles have been reviewed and updated where necessary and are attached as **Appendices A to F for review**.

3.0 **Budget Strategy**

General Fund

3.1 The current Medium Term Financial Plan (MTFP) was approved on 6 March 2025.

3.2 The table below sets out the summary of the financial forecast, identified within the current MTFP, assuming Council Tax at average Band D will be frozen in accordance with the MTFP approved on 5 March 2026:

	2026/27 (£m)	2027/28 (£m)	2028/29 (£m)	2029/30 (£m)
Net Service Expenditure (less capital charges)	20.628	20.503	20.551	21.530
Total Other Expenditure	0.072	(0.146)	(0.982)	0.160
Total Expenditure	20.700	20.357	19.570	21.690
Business Rates: receivable annually	(5.313)	(5.407)	(5.487)	(5.487)
Business Rates: other adjustments	0.295	0	0	0
Council Tax: receivable annually	(8.594)	(8.673)	(8.922)	(9.178)
Council Tax: other adjustments	0	0	0	0
Other Grants	(7.827)	(5.984)	(5.382)	(4.458)
Contribution to or (from) Reserves	0.739	(0.293)	0.315	0.330
Funding Shortfall prior to Mitigations	0	0	0.093	2.897

- 3.3 The Government completed the much-anticipated review of Local Government Finance during the budget setting process for 2026/27. This has given funding certainty through to 2028/29 with assumptions made thereafter. Whilst we now know the 2028/29 financial year will be the first year of the new unitary authority, the MTFP shows the gap in funding currently required to provide the same level of service as is currently provided by this Council.
- 3.4 The approved MTFP expected the shortfalls to be met by the MTFP reserve in those two years and as such, expect a balanced budget to be set in those years. Currently the expectation is that these are the first two years of the new authority, which will be autonomous in its decision-making regarding budgets. Also the current final year of the MTFP (2029/30) has assumptions of reductions in grants and business rates income, rather than the certainty of funding over the next three years.

Housing Revenue Account

- 3.5 Early in 2026/27, an investment has been made to improve the HRA Business Planning capabilities. The chosen model is supplied by Abovo-Consult and is an industry standard model for Council HRA's.
- 3.6 The assumptions to be used within the update of the HRA Business Plan will be presented to the Policy and Performance Improvement Committee in September and Cabinet in November. These HRA specific assumptions (such as numbers of Right to Buy receipts) will then inform the creation of the HRA budget.

Budgeting Assumptions

- 3.7 The following underlying assumptions will be applied in compiling the draft General Fund and HRA budgets for 2027/28:

3.7.1 Base Budget

The base budget for 2027/28 will be derived from the original 2027/28 notional budget as compiled in the preparation of the MTFP for 2026/27 to 2029/30 and approved by Council on 5 March 2026. This will aid in the transparency of the change in assumptions process and will also ensure that changes in resource allocations are captured and reported accordingly.

3.7.2 Staff Costs

It has been assumed that within the Service Unit budgets, the Council will employ 100% of the Council's establishment throughout the year except for known unfilled vacancies where salaries are budgeted to commence on the anticipated starting date.

The Council are yet to receive information relating to the current years (2026/27) pay award for green and red book staff. A budget equivalent to a 3.5% increase was applied to 2025/26 salary scales for the 2026/27 financial year. The employer's offer for the current 2026/27 year is 3.3% with the employees' side asking for a significantly higher increase.

A vacancy provision of 6% of the total salary budget for 2027/28 will be made to allow for natural savings being made from posts remaining vacant before being filled. With the challenges in recruiting that have been seen over the last few financial years, this appears to be a reasonable approach. The actual outturn of savings from vacancies amounted to 4.16% for 2025/26 (8.4% for 2024/25). As it is not possible to predict precisely which business units

will experience vacancies in the year, an overall saving will be set aside. This value of this provision will be determined once the total salary budget for 2027/28 has been calculated.

LGR Restructure

3.7.3 As part of the Staffing Preparations for LGR report approved by Council on 31 March 2026, the impact on the Medium-Term Financial Plan was assumed to be:

	2026/27	2027/28	2028/29	2029/30
Grand Total deficit/ (surplus)	232,430	(77,460)	(222,000)	(215,210)

3.7.4 The £232,430 was set aside at year end 2025/26, as per the report, in a reserve. In addition to the £232,430 funding the additional posts, £150,000 was set aside to fund the trickle-down impact of the restructures that will need to happen to give capacity to those that have been successful with the posts identified in the report.

3.7.5 Due to the timing of the original report, assumptions around start dates have changed (being later than anticipated), also further clarity has been gained over which of the previous Business Manager posts are to be deleted, as they've been successful in gaining one of the positions. Based on this, the table at 3.7.3 above now reflects:

	2026/27	2027/28	2028/29	2029/30
Grand Total deficit/ (surplus)	167,456	(52,860)	(198,130)	(187,250)

3.7.6 All of the Assistant Director positions have now been appointed to, and as such the table below reflects the trickle-down restructures that have been approved to accommodate the changes (Heritage, Culture & Visitors and Planning Policy still to be approved):

Head of Service	2026/27	2027/28	2028/29	2029/30
ICT	39,470	40,870	42,320	43,830
HR&OD	8,520	10,490	12,190	12,620
Finance	22,070	31,210	43,200	48,240
Heritage, Culture and Visitors * yet to be approved	(10,567)	26,170	31,440	35,250
Planning Policy & Infrastructure * yet to be approved	2,560	5,410	85,820	88,880
Corporate Property	44,478	-44,906	-44,546	-45,451
Total	106,531	69,244	170,424	183,369

3.7.7 The cost for Planning Policy & Infrastructure, includes a new Team Leader role which for 2026/27 and 2027/28 will be funded by the recently received Local Plan Implementation Funding from MHCLG. This will result in an additional 1 FTE in the team reflecting not only the requirement to provide additional senior support following the LGR restructure but also recognise the increase pressure of delivering a new Local Plan in the streamlined plan making process. In 2028/29 onwards, the grant funding will have been fully utilised and will therefore be added to the general fund budget as per the table above.

3.7.8 Reflecting the original budgets, the updated table from 3.7.5 and the trickle-down restructures, the net impact of all changes reflects:

	2026/27	2027/28	2028/29	2029/30
Revised impact as per 3.6.5 (compared against current MTFP)	167,456	(52,860)	(198,130)	(187,250)
Changes from restructures	106,531	69,244	170,424	183,369
Budget need compared with current MTFP	273,987	16,384	(27,706)	(3,881)
Original impact for 2026/27 from 31 March report (inc £150,000)	382,430			
Annual Shortfall/(Saving)	(108,443)	16,384	(27,706)	(3,881)

3.7.9 Based on the above, there is £108,443 of the original budget (being £232,430 and £150,000) remaining in 2026/27. There is anticipated to be a further cost of £16,384 above the current MTFP in 2027/28, with savings in 2028/29 and ongoing, once all the posts identified to be deleted within the Staffing Preparations for LGR report are deleted. The £16,384 shortfall can be funded by the £108,443 remaining from the 2026/27 budget availability.

3.7.10 For clarity, in 2028/29 and beyond, the proposed restructures are self-financed by the LGR staffing restructure report.

3.7.11 Employer's Superannuation

A triennial review took place on the Nottinghamshire Pension fund, to determine the contributions necessary for the three year period from 1 April 2026. The Pension Fund evaluates balances as at a point in time each three years, and sets the contribution rates, to give employers stability of payments. The lead pensions Partner from Barnett Waddingham presented to Chief Finance Officers (CFOs) across the County to review the current position on the pension fund. The Council received its rates certificate during March 2026 and has applied the percentage and secondary contributions value across the relevant years within the MTFP.

3.7.12 Provision for Inflation

The Council is exposed to several different costs that rise at various rates of inflation. The Consumer Price Index is the measure that references the weighted average prices of a basket of consumer goods and services and is measured on a rolling annual basis. This measure is used for most of Council consumables outside of Pay/Utilities and vehicle costs. Prior to August 2021, CPI had been 3% and under, going as far back to April 2012. Since then, CPI had increased month on month with the peak being 11.09% in October 2022. Whilst CPI has come down to 2.8% in April 2026, this does not mean prices are cheaper than at their peak, it means that prices are increasing at a slower rate than the peak. Indeed, looking at the measure prices are 30.9% higher in April 2026 compared to April 2020. This is due to the sustained increase in prices month on month between October 2021 and March 2024, where CPI was 3% or greater throughout that period. It is the Government's target that inflation

would reduce to 2% per annum, whereas it is felt prudent to budget slightly above that in case the target is not met.

The Council has a number of corporate properties within its portfolio and hence is exposed to increases in cost in relation to electricity and gas. Wholesale energy prices have been at an all-time high over the course of the last 12 months, based on factors such the post covid increase in activity, the war in Ukraine and the war in Iran. Due to this energy prices have ranged in increase but are putting significant strain on both residents and businesses for which the Council is not immune.

Based on the above, it is felt reasonable to utilise the following inflation rates (for non-contracted costs) in the production of the budget and MTFP:

	2027/28	2028/29	2029/30	2030/31
General Inflation	3%	3%	3%	3%
Software contracts	8%	8%	8%	8%
Utilities	5%	5%	5%	5%
Transport (Fuel)	5%	5%	5%	5%
Transport (parts)	8%	6%	6%	6%

3.7.13 Fees and Charges

Changes in fees and charges will be subject to specific, detailed review by Head of Service who will compare the Council's fees for discretionary services to other neighbouring and family group authorities that provide the same services. The Head of Service will also benchmark the fees with other commercial organisations where similar services are provided. Heads of Service will also assess and evaluate whether new fees and charges can be introduced for discretionary services that are not currently being charged for. The Council's charging policy is included in Appendix D.

Where comparative benchmarking information is not available, an increase equivalent to general inflation, **as stated in the table above will be applied**. For clarity, this figure is used for uplifts in fees and charges but will not be used to set car parking fees or forecast changes in rental income for dwellings within the HRA. The assumptions around that figure will be included within the refresh of the HRA Business Plan.

3.7.14 Interest Rate

The Council is proposing to borrow money in order to support its cash flow position. During previous financial years, decisions regarding capital expenditure have been taken to utilise internal resources and maintain an under borrowed position against its Capital Financing Requirement. This is not uncommon across the Local Government sector, at a time when budgets have been squeezed, but reserves have existed. The Council is proposing to utilise elements of its reserves to fund various capital projects going forward. This will mean that cash backed by these reserves will be utilised, hence there is a need to borrow money to ensure that the Council has cash at hand to service its day-to-day costs. The timing of borrowing funds will be dictated by the Council's cash flow which forecasts daily expected income and expenditure over the next 4 years. Treasury Advisors MUFG will be consulted with prior to borrowing to ensure that the Council takes the most economic route, be that either a fixed or variable rate borrowing, ensuring compliance with the approved Treasury

Management Strategy. Rates will be monitored over the coming months until such time that the borrowing is secured.

4.0 Risks in Preparation of the Budget

- 4.1 The basis of the budget strategy will ensure that the Council delivers a balanced budget in February and March 2027; however, there are risks that may cause expenditure to increase or income to reduce. Consequently, income and expenditure levels will be kept under review throughout the budget process.
- 4.2 It is essential to ensure that the strategic budget efficiencies and additional income are delivered as this is central to ensuring that the Council has a balanced budget. The delivery of the efficiencies and additional income will be kept under continuous review throughout the budget process.
- 4.3 It will not be possible to finalise funding in the budget until government announcements on future funding levels are published later in the year. Members are asked to approve the budget strategy as set out in this report, in order for the main provisions of the budget to be built.

5.0 Local Government Reorganisation (LGR)

- 5.1 The 2027/28 budget will be the last created for Newark & Sherwood District Council. In previous years, budgets have been adjusted annually to include additional resources to fund new initiatives and updated priorities.
- 5.2 The Community Plan has not been updated during 2025/26 and hence the notional 2027/28 budget reflects the most accurate position. As 2027/28 will be the final year of the Council in its current format, it is not expected that the Community Plan will have any additional priorities added over the coming months, that would affect the budget position.

6.0 Timetable

- 6.1 The Budget Timetable is dictated by the corporate timetable for the Executive arrangements together with the Community Plan refresh. The essential deadline is that the Council is to set the level of Council Tax for 2027/28 at its meeting on 9 March 2027.
- 6.2 The table below describes the key activities and dates for the production of the budget.

Date	Activity	Description
6 July 2026	Budget Strategy reviewed by Policy & Performance Improvement Committee	Sets the overall direction of the setting of the budget and high level assumptions
21 July 2026	Budget Strategy approved by Cabinet	Sets the overall direction of the setting of the budget and high level assumptions
31 October 2026	Cash budgets completed	The completion by all Budget holders of the cash resources needed to fund service provision over the MTFP period

w/c 9 November 2026	Director and Budget Holder review	In order for the Director to challenge the budget holders to ensure internal scrutiny of resource provision
23 November 2026	Service budget review by SLT	Holistic review of overall service budget provision by SLT
7 December 2026	Policy & Performance Improvement Committee review (HRA Only)	To review the assumptions around the HRA budget
w/c 7 & 14 December 2026	Portfolio Holder review	Portfolio holder scrutiny over service budget provision
w/c 25 January 2027	Informal meeting with Portfolio Holders, Chair and Vice Chair of Policy & Performance Committee	Holistic review of the whole budget inclusive of the draft LGFS
19 January 2027	Cabinet review (HRA Only)	Cabinet review and recommendation to Full Council for approval of 2027/28 HRA budget
9 February 2027	Council approval (HRA Only)	Council approves HRA budget for 2027/28 and Rent setting
22 February 2027	Policy & Performance Improvement Committee review (GF Only)	PPI Committee to scrutinise proposed budget for 2027/28
23 February 2027	Cabinet review (GF Only)	Cabinet review and recommendation to Full Council for approval of 2027/28 GF budget
9 March 2027	Council approval (GF Only)	Council approves GF budget for 2027/28 and Council Tax setting

7.0 Consultation

- 7.1 As the production of the budget will be predicated on the priorities within the Community Plan, resource allocation will be linked to spending priorities. As the budget is to be derived based on the notional budget set for the forthcoming year (as per the approved MTFP), and changes made during the current financial year are factored in, consultation will continue to take place throughout the 2026/27 financial year. Members will continue to have an opportunity to shape the budget through approving/rejecting reports brought to Cabinet in year.
- 7.2 Once the first draft of the budget has been prepared, this will be reviewed by the Senior Leadership Team to ensure budget is aligned to the Community Plan priorities, during November 2026 as described in the table above.
- 7.3 Portfolio Holders will then be briefed on the proposals. This will enable a review of service budgets prior to presentation to Policy & Performance Improvement Committee during the January cycle of meetings. This will be facilitated by Financial Services, with the services Director and Budget holders presenting their budgets.
- 7.4 The Policy & Performance Improvement Committee will have the opportunity to scrutinise the budget proposals prior to Cabinet recommending to Council for approval.

7.5 As in previous years, consultation on the budget will take place with Commercial Business Ratepayers. This will be advertised on the Council’s website between the Cabinet meeting in February and the Council meeting in March.

8.0 Capital Programme 2027/28 – 2030/31

8.1 Prioritisation for the General Fund Schemes

- (a) When business cases for new schemes are brought to Cabinet, financing implications of capital expenditure are included to assess the viability of the scheme and to enable members to make informed decisions. Once the capital expenditure has been incurred, the financing of the Capital Programme is arranged by the Section 151 Officer, in line with the Council’s Constitution. This may include use of internal resources, borrowing from internal resources or external borrowing. An appraisal of the most appropriate funding source will be included within the business case.
- (b) Capital projects for the new financial year will initially be commissioned by the Senior Leadership Team. These projects will then be assessed against the prioritisation criteria (see **Appendix D**) and will be ranked accordingly. Based on this assessment a report will be prepared for submission to Cabinet in February 2027, before final approval by Council on 9 March 2027.

8.2 Prioritisation for the Housing Revenue Account Schemes

The current HRA Capital programme reflects the latest available information agreed by officers within the Housing, Health and Wellbeing directorate. Resources for future years will reflect the ability of the HRA to support any necessary borrowing, and other funding opportunities which may arise.

9.0 Implications

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

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

Legal Implications (LEG2526/1012)

9.1 Cabinet is the appropriate body to consider this report, in accordance with the process for developing the budget set out in the Budget and Policy Framework Procedure Rules in the Council’s Constitution.

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

Policy on Budgeting and Council Tax

Introduction

Each year the Council is required to set a Council Tax in accordance with the provisions of the Local Government Finance Act 1992. It is a requirement of the Act that the Council Tax must be set by 10 March each year.

The Council sets its Annual Revenue Budget in March each year in accordance with the provisions of the Budget Process, which forms part of the Council's Constitution.

The District Council is also responsible for collecting the Council Tax requirement (precepts) for Nottinghamshire County Council, Nottinghamshire Police & Crime Commissioner and Nottinghamshire Fire and Rescue Service and any precepts set by the Parish and Town Councils or Parish meetings within the District. All of these Councils are required to notify the District Council of their requirements before 1 March each year.

The District Council has no control over the level of Council Tax or precept set by the precepting bodies. This policy covers the District Council element of the Council Tax only. Nevertheless, it is recognised that public perception is influenced by the overall level of Council Tax and it can be difficult to appreciate that the requirements of the District Council form only a part of this. In fact, the District Council's spending requirements account for around 8% of the total Council Tax bill.

The Government has powers to require local authorities setting "excessive Council Tax increases" to hold a local referendum on the level of Council Tax. The level of excessiveness for the 2026/27 financial year was set at 3% or £5 increase but may be different in subsequent years. This information is provided within the Local Government Finance Settlement which is published during Winter each year.

The District Council's spending requirement includes an amount levied upon it by other bodies. For this Council an annual levy is made by the Trent Valley and Upper Witham Internal Drainage Boards of circa £980,000.

Current Level of District Council Tax

The District Council's level of Council Tax for 2026/27 is £198.60 for a Band D property. This represents a freeze in council tax compared with 2025/26. In order to arrive at this level of Council Tax, the Council assessed its needs over the medium term and resolved to approve an increase at the minimal level possible whilst ensuring it remains cognisant of the challenges it faces ahead.

Consultation

The latest Resident Survey was delivered in 2022 and was open for nearly 6 weeks. Within the survey, a range of questions were asked to gather a picture of their experiences as a resident, their satisfaction with Council services and their views on their local area. It consisted of 16 questions that were predominately multiple choice, with some open questions allowing residents to expand on their answers.

As the feedback from the Resident Survey helps inform and shape our Community Plan, it is important that the consultation provided a holistic and balanced account of the district. To ensure this was achieved, three work streams were delivered as a part of the consultation:

- The open survey that was available for any resident over the age of 16
- A representative survey to allow us to recognise any bias in the open survey from under or overrepresented demographics
- Focus groups to ensure the voices of typically underrepresented groups were heard

In the open survey, 4,577 responses were captured, and this equated to a 3.7% response rate, so around 4 in 10 residents completed the survey. The results of this consultation was used to shape Council services and inform the strategic direction of the Council with the creation of the Community Plan. Budgets have been and will continue to be aligned to the Community Plan to ensure that resources are directed at services which will deliver the priorities described in this document.

Proposals

The absolute level of Council Tax, and any annual increase, will depend on the demands facing the District Council, external funding available, and the Council's assessment of the appropriate level of Council Tax. Whilst these factors will vary from year to year, the following criteria will be taken into account when considering the level of Council Tax:

- The Priorities and Objectives of the Council as set out within the Community Plan
- Inflation
- Consultation Responses
- The level of Council Tax considered to be acceptable to the public
- Government views on grant levels and referendum criteria
- Service demands

Newark & Sherwood District Council aims to set the minimum level of Council Tax acceptable consistent with the achievement of its Priorities and Objectives and other financial and service demands.

General Fund Balances and Reserves Policy

Section 25 (Budget calculations: report on robustness of estimates etc) of the *Local Government Act 2003* requires local authority chief finance officers (Section 151 officers) to report on the adequacy of financial reserves in the council's proposed budget and robustness of estimates made.

The Council will review the adequacy of its useable financial reserves to ensure that these are neither too low (imprudent) or too high (over-prudent) based on their purpose and likely use.

Council's generally hold useable reserves for three purposes:

- as a working balance, to mitigate the impact of uneven cash flows;
- as a contingency, to mitigate the impact of unexpected events or emergencies; and
- as earmarked reserves, to pay for known or predicted future requirements.

The Council has a fixed £**Error! Reference source not found.**m General Fund balance which has been set aside to pay for exceptional items. Officers consistently review the appropriateness (prudence) of this amount in light of internal and external risks identified. For the council to maintain its current General Fund balance of £**Error! Reference source not found.**m, it is intended that the General Fund balance will only be used to fund expenditure once other appropriate/earmarked reserves have been fully utilised.

One of the most important principles used to prepare the MTFP is that council reserves and other one-off resources are not used to balance ongoing, base budget pressures: that all other mitigating actions are used before the use of one-off resources. Over the years, the Council's reserves have been used, for reasons such as to: cover the cost of one-off events not budgeted for; support and improve service delivery; and offset declining levels of income.

Members and officers are required to ensure the council operates as a going concern: that the council will continue to fulfil its functions for the foreseeable future. If this were not the case, for example, because of an imprudent use of council reserves, the Council's external auditors would be required to express a going concern opinion (GCO). A GCO would be the external auditor's way of expressing significant doubt on the Council's ability to operate longer-term.

It is recommended that:

- a) Reserves should be subject to an annual review by the Section 151 officer;
- b) Reserves should not be over-provided;
- c) Reserves should be used for the purpose for which they are provided (subject to a and b above)
- d) Reserves should not be used to support ongoing general fund expenditure (subject to recommendations a and b, above)

Budgeting Principles

The Council will prepare its budget in accordance with the following principles:

Council Objectives:

The purpose of the budget is to enable the Council to achieve its objectives, as set out in the Community Plan, and meet its statutory duties. In setting the budget and Council Tax, the Council will also have regard to Government requirements, including the Local Government Finance Settlement and the latest Comprehensive Spending Review.

Balanced Budget:

The Council is required to set a “balanced budget” with sources of funding identified to cover all expenditure proposed.

Affordable Budget:

In setting the budget, the Council will consider the affordability of proposals and their impact on the level of Council Tax.

Inflation:

The Council will have regard to the level of inflation when considering budget proposals. It may consider different indices of inflation for different purposes. For example, the retail prices index (RPI) and the consumer prices index (CPI) do not always reflect the rate of inflation faced by the Council and this may be better measured by specific indices such as those widely available for construction costs or energy.

Sustainable Budget:

The Council will set a budget to be sustainable over time. This will be reflected in the Council’s Medium Term Financial Plan and Capital Programme. The budget will include an overall risk assessment and will incorporate appropriate sensitivity analysis in order to ensure a robust final budget.

Budget Demands:

Any developments in the Council’s revenue and capital budgets will be required to go through the Council’s formal bidding process. Only those items approved as part of this will be included in the final budget.

Use of 3rd Party Funding:

Where third party funding is used to contribute towards the Council’s budgets, a plan is required to ensure that this element of the budget is sustainable if and when the 3rd party funding ceases. Where appropriate, an exit strategy is required.

Adequate Reserves and Provisions:

The Council aims to have adequate, but not excessive, reserves to cover unforeseen expenditure. Specific provisions are also in place to cover items of expenditure that are certain but where their timing is not known. Further details are set out in the policy on balances and reserves.

Asset Management:

The Council aims to manage its assets efficiently in accordance with best practice. Full details are set out in the approved Asset Management Plan.

Council Tax Levels:

In accordance with this policy, the Council aims to set the minimum level of Council Tax possible consistent with the achievement of its Aim and Priorities and other financial and service demands.

Value for Money:

The Council aims to achieve value for money in the provision of all of its services. This is set out in the Council's Value for Money Strategy.

Risk Assessment:

In accordance with section 25 of the Local Government Act 2104, the s151 officer will conduct an annual risk assessment of the robustness of the estimates made in the Council's budget.

Sensitivity Analysis:

The s151 officer will carry out a review of the impact of variations to key elements of the proposed budget (a "sensitivity analysis") on an annual basis.

NEWARK AND SHERWOOD DISTRICT COUNCIL

CORPORATE CHARGING POLICY

Revised: July 2026

Date of next revision: n/a

CONTENTS

- 1. Introduction**
- 2. Purpose of the Policy**
- 3. Processes and Frequencies for Reviewing Charges**
- 4. Factors relevant to the Annual review of Charges**
- 5. Processes for setting charges for new sources of income**
- 6. Calculation of Charges**
- 7. Concessionary Charges**
- 8. Discounts**
- 9. Use of Market Intelligence**
- 10. Further Guidance**

1. Introduction

This Policy applies to external fees and charges other than those prescribed by the government. It provides a guide to internal charging arrangements but is subject to CIPFA's 'Service Reporting Code of Practice' and has regard to the Audit Commission's publication "*Positively Charged*".

It is not intended to apply to the disposal of Council assets, rents, internal charges or rechargeable works, nor will it apply where charges are governed by statutory regulation or guidance.

The Policy does apply if we have discretion, but not if there is a prescribed fixed charge.

Over the period of the Medium Term Financial Plan services will align their charges and processes with this policy.

This policy must be read in conjunction with the other related Council policies and strategies, including Financial Regulations, Equalities Policy, VFM Strategy, Corporate Plan.

If after reading this policy you require further guidance or clarification, or you are not sure how best to comply with the Policy then please contact your Business Manager or the Deputy Chief Executive and Director of Resources.

2. Purpose of the Policy

To establish a policy within which fee and charge levels will support the Medium Term Financial Strategy and Community Plan; and,

To encourage a consistent approach to the setting and reviewing of charges for services provided by Newark and Sherwood District Council by:

- specifying the processes and frequencies for reviewing existing charging levels or introducing new charges for areas of the council's work for which charges could in principle be set;
- providing guidance on the factors that need to be taken into consideration when charges are reviewed on an annual basis;
- establishing parameters for calculating different levels of charges;
- recommending the criteria for applying concessions or discounted charges on a consistent council wide basis;
- requiring more active use of market intelligence relating to different services.

3. Processes and Frequencies for Reviewing Charges

The following arrangements for reviewing charges will be applied throughout all areas of the Council where charges for services already exist or could in principle be set:

- all discretionary charges will be considered and approved by Council as part of the Budget and Council Tax setting process in March of each year.
- a major review of each business unit's charging strategy will take place at least once every three years to ensure consistency with the council's priorities, policy framework, service

aims, market sensitivity, customer preferences, and income generation needs, and the justification for any subsidy that the council as a whole makes to the service.

- annual reviews will be carried out for all of these services as part of the budget process, and shall have regard for the budget strategy approved each year.
- where fees are not to be increased or are proposed to be increased below inflation, this must be reported to SLT by the budget officer clearly stating the financial implications and budget shortfall before the deadline for completion of the revenue budget.
- these formal reviews will be overseen by the appropriate Director.
- where decisions on fees and charges, including any concessions or discounts, are taken outside the budget process approved by SLT and Cabinet, any proposals must have due regard to the Medium Term Financial Plan.

4. Factors Relevant to the Annual Review of Charges

Annual reviews of charges will consider the following factors:

- a. inflationary pressures generally and input costs specific to the service;
- b. any statutory framework relating to the service
- c. the actual or potential impact of any competition in terms of price or quality;
- d. trends in user demand and the forecast effect of price changes;
- e. equality and access to services;
- f. customer survey results;
- g. benchmarking results;
- h. council wide and service budget targets;
- i. cost structure implications arising from developments such as investments made in the service;
- j. consistency with other charges;
- k. alternative charging structures that could be more effective;
- l. validity of continuing any concessions;
- m. proposals for targeted promotions during the year, and evaluation of any that took place in the previous year;
- n. where less than the full cost is being recovered (including nil charges), the justification for the decision is reviewed and documented to ensure that this decision remains valid and that significant income is not being lost.

5. Processes for Setting Charges for New Sources of Income

All Business Managers should explore new business opportunities with a view to generating additional income.

All guidance in this Policy must be considered when setting new fees and charges.

A business plan must be prepared.

Any potential new income streams will need to be approved by SLT and Cabinet.

The setting of the fees and charges must be made in accordance with the current VAT regulations.

The proposed billing and recovery administrative process must be agreed with the S151 officer prior to the charges being implemented.

A central record will be maintained by the relevant Business Manager of any decisions made not to charge for a service where a charge could be made.

6. Calculation of Charges

Charges will apply to all users, and will be set at a level to maximise take-up and income targets and wherever possible covering or exceeding the full cost of providing the service in question.

It is the responsibility of the relevant Business Manager to ensure that the proposals comply with the appropriate legal framework and any legal restrictions. Advice should be taken from the Council's Legal Business Unit before any proposal is finalised.

This calculation of full cost should be based on the direct cost of service provision including staff, supplies and services, equipment, premise costs. Overheads and capital asset depreciation charges should be included but consideration may be given to a less than full cost recovery of these elements where inclusion would distort competition.

Where less than the full cost is being recovered, the justification for the decision must be documented and retained by the appropriate Business Manager and clearly state the financial implications and budget shortfall.

All fees and charges must be calculated in accordance with the current VAT regulations.

7. Concessionary Charges

In some circumstances the Council will offer subsidies to all users or concessions to specific user groups where this is consistent with achieving its priorities.

Entitlement to concessionary charges must have regard to equalities legislation and is designed to reduce barriers to participation arising from:

- Age;
- Level of income;
- Family circumstances;
- Health
- Educational circumstances.

Concessions will not apply to retail sales from shops or cafes.

Concessionary charges may also be made available to organisations whose purpose is to assist the Council in meeting specific objectives in its priorities and policy framework, or which contribute to the aims of key local partnerships in which the Council has a leading role.

Concessionary charges should not normally apply to peak times or in situations that would result in the loss of income from customers paying standard charges. Neither would they normally be available to organisations that are based outside of the Council's area other than on a reciprocal basis.

Only one concession can be applied to the standard charge at any given time.

Services wishing to adopt a concessionary charging scheme must demonstrate the scheme is practicable in terms of assessment, collection and evidencing for audit purposes.

8. Discounts

For certain services it will be normal practice to set promotional discounts, frequent user discounts or group discounts.

Promotional discounts are defined as short-term charges that are targeted to increase take-up or awareness of the services that are available.

Frequent user discounts are to be used only for commercial reasons such as generating customer loyalty where alternative provision from competitors exists, and where market analysis shows a real risk of reduced income if they are not offered.

Group discounts are to be used to encourage take up by organisations able to block book and family discounts to encourage parents and children's take up.

Discounts can be applied to both the standard charge and the concessionary charge.

Discounts can only be applied where the Service has received prior approval of the principle to apply a discount to the charge for this service.

9. The Use of Market Intelligence

All managers of discretionary services for which a charge is made should take steps to identify competitors offering similar or related services, and make use of comprehensive and dynamic market intelligence in evaluating:

- their charging strategy;
- the range of services provided;
- the quality of services provided;
- their cost structure.

All managers of services for which a charge is made should consult with customers, relevant partners and stakeholders on the range, quality and cost of services provided prior to the triennial review.

Consultation should also take place with potential customers and target groups to determine improvements needed to encourage participation at least every five years.

Comprehensive and accurate usage statistics will be maintained for all services and at all facilities where charges are made, to enable analysis of usage, justification of any subsidy given by the Council, and accurate forecasting of the effect of price changes on usage.

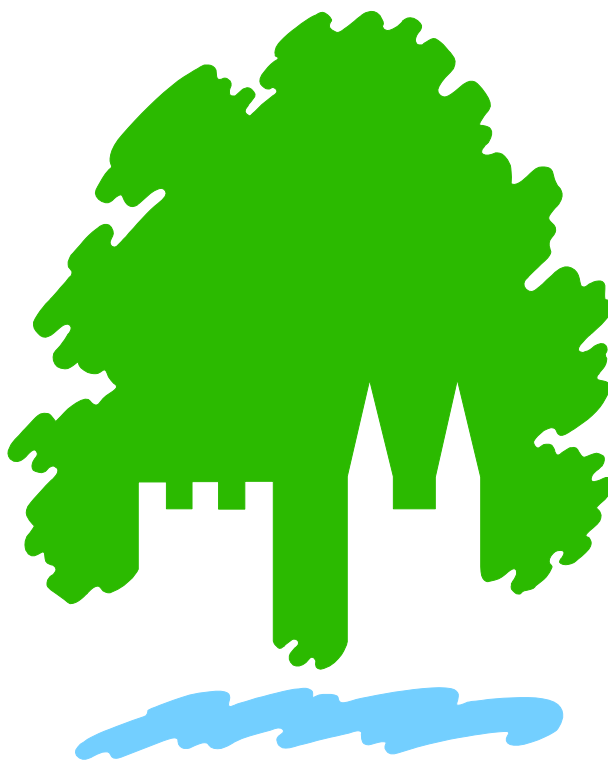
Benchmarking should be undertaken at least annually with other Councils in the local area and with relevant national groupings of authorities, to ensure that charges are at comparable levels and that significant differences are understood and justified.

10. Further Guidance

Charges should be payable in advance wherever possible or collected by direct debit or through the corporate income system.

All fees/charges must be reported annually to the Financial Services Business Unit as part of the budget process for publishing in the annual budget book.

All fees/charges must be published on the Council's website.



**NEWARK &
SHERWOOD
*DISTRICT COUNCIL***

Value for Money Strategy

Revised: July 2026

Next revision due: n/a

Introduction

Newark & Sherwood District Council recognises its responsibility to achieve value for money from all its activities, however they may be funded.

The council is committed to the pursuit of economy, efficiency and effectiveness as part of its corporate strategy. It will seek to achieve value for money in the pursuit of its objectives and in the delivery of all services.

The council has a neutral position on service delivery methodologies. It will consider all service delivery options, including in-house provision, partnerships with other public sector organisations (including shared services), partnerships with private sector organisations, and bought in services as appropriate for individual services or groups of services.

In light of the current high inflation environment, it is inevitable that the annual revenue and capital budget setting will be challenging each year. The council has a range of methodologies in place to ensure that its aims and priorities are delivered within an acceptable level of council tax. The Value for Money Strategy is a key element of this process.

Value for Money Principles

The principles involved in achieving value for money are:

Efficiency: Considering the relationship between the amount of resources used (inputs) and the level of performance.

Effectiveness: The ability to achieve stated goals or objectives, judged in terms of both output and impact.

Economy: The acquisition or use of resources of an appropriate quality at minimum cost.

There are several aspects to be considered:

- Balancing effectiveness with efficiency
- Balancing efficiency with economy
- Sustaining the funding arrangement (where this is desirable)
- Demonstrating the most appropriate use of resources

Value for money can be defined as: **the use of available resources in an efficient and economical way to deliver effective services or achieve desired outcomes.**

The council is accountable for using resources efficiently to avoid wasting public funds, but this does not mean always seeking the lowest short-term cost. Waste occurs when a service – no matter how cheap or expensive – is ineffective. Effectiveness and efficiency needs to be balanced to achieve value for money.

The costs and benefits of each arrangement must be evaluated in terms of what the council seeks to achieve.

The council will manage any risks to its own interests, and use arrangements and processes such as monitoring, review and evaluation to demonstrate effectiveness and value for money.

At the planning stage, the council should be able to justify how it intends to apply its resources. After implementation it should be able to demonstrate that the policy is having the desired effects, and that the money is not going to waste. If there are unintended outcomes from its policies the council needs to adapt its funding arrangements to take them into account.

Objectives

To achieve value for money, the council will:

- target resources towards achieving the council's objectives and meeting the needs of local people;
- integrate VFM principles within existing planning, management and review processes;
- adopt recognised good practice as appropriate;
- analyse potential budget issues for the following financial year at an early stage and take a corporate approach to developing solutions;
- ensure that VFM principles are taken into account during the commissioning process;
- benchmark activities against other similar activities and organisations where appropriate;
- respond to opportunities to enhance the economy, efficiency and effectiveness of activities;
- promote a culture of continuous improvement;
- demonstrate actively to both internal and external stakeholders that the achievement of VFM is sought in all activities undertaken;
- ensure that all staff recognise their continuing obligation to seek VFM for the council as part of their activities;
- seek external funding where appropriate to support the council's services if the external funding assists the achievement of the council's objectives.

Methodologies for achieving VFM

The council has a number of different methodologies that contribute to the achievement of VFM.

These include:

- An annual refresh of the Community Plan focus' on the key objectives based on local need;
- development of Business Unit business plans which are referenced to the Community Plan objectives;
- resources are aligned, through the budget process including the refresh of the Medium Term Financial Plan, with the key objectives as set out in the Community Plan;
- effective use of ICT (supported by the ICT Digital Strategy);
- service reviews;
- scrutiny by Policy and Performance Improvement Committee;
- scrutiny by the Audit & Governance Committee through Internal Audit reports;
- corporate procurement mechanisms (supported by the Contract Procedure Rules and external providers Welland Procurement);
- partnership working including consideration of shared services and public/private partnerships;
- customer feedback.

How the Council monitors the achievement of VFM

The Council sets a range of performance indicators for key activities in order to monitor the effectiveness of those functions. Each of these are built into Business Unit business plans and are referenced to objectives set within the Community Plan. These are reported through the Senior Leadership Team and on to Members for their scrutiny.

Responsibility for delivering VFM

The council is required to satisfy itself that VFM is being sought and achieved from the use of public funds.

The responsibility for achieving VFM lies with all Members and staff and is not restricted to those with resource or financial responsibilities. All Members and staff should endeavour to seek and achieve VFM in all activities and to bring to management's attention any opportunities for improvement.

Business Managers have the responsibility to maintain an awareness of good practices in their own area of operation and ensure that these are followed appropriately.

The Senior Leadership Team will provide a corporate overview of VFM to ensure that initiatives are not restricted to individual service areas.

The Council has an expectation that bodies with which the Council has partnership arrangements and organisations in receipt of grant aid from the council will follow VFM guidelines.

NEWARK & SHERWOOD DISTRICT COUNCIL

CAPITAL PROGRAMME 2027/28 – 2030/2031 PRIORITISATION SCHEME

	STAGE 1 FACTOR	Comments	STAGE 2 DETAILED PRIORITISATION	STAGE 2 WEIGHTING
1	<p>Key Priorities Scheme must link to at least one of the Council's priorities and be an objective contained within a Service Plan.</p>	<p>If a scheme does not clearly relate to these areas it will not be considered further.</p>	<p>Each scheme to be marked as to how well it fits with the Community Plan</p>	<p>35%</p>
2	<p>Evidence of Need Service Strategy National Strategy or Guidelines Statutory Obligation</p>	<p>In some cases local demands are in excess of national guidelines and strategies and this tries to acknowledge that the two must be balanced. This will cover Health and Safety related schemes.</p>	<p>The following factors will receive equal weighting :-</p> <ul style="list-style-type: none"> • Statutory Obligation • National Strategy • Validity of consultation in relation to project. e.g. How specific to this project? Who was consulted, was this comprehensive? • Quality of evidence of need for project .e.g. size of sample base, date of evidence, format of evidence 	<p>10%</p>
3	<p>Partnership Eligibility under existing criteria can be demonstrated.</p>	<p>Show that work has been done to ensure that the obtaining of external finance is realistic. The degree to which the partnership will add value to the project.</p>	<p>The proportion of finance which will be met by third party. The likelihood of receiving support. Assessment of the value the partner will add to the project.</p>	<p>15%</p>

4	<p>Outputs and Outcomes</p> <p>These have been clearly identified and can be justified from supporting evidence.</p> <p>Specific comments should be made as to how the scheme represents value for money when compared to other options</p>	<p>This will enable the council to improve the way it reports its work and clearly show what is being achieved. The comments should refer to any performance indicators which the proposal is addressing specifying what the improvement target is.</p>	<p>Assessment then made on what the scheme will achieve.</p>	<p>15%</p> <p>Assessment of all factors or group of factors</p>
5	<p>Financial</p> <p>Capital costs have been based on internal or external professional advice</p> <p>Revenue implications have been properly developed</p>	<p>Capital costs include both works and land purchase and cover all associated costs.</p> <p>Try and avoid “guesstimates” which result in schemes requiring increased finance or having to be reduced to meet finance available.</p>	<p><u>Capital</u> will be based on the quality of work which has been put into estimate. e.g. costed feasibility studies.</p> <p><u>Revenue</u> will be based on whether the effect is positive, neutral or negative on the revenue budget.</p> <p>Positive effect scores 10 Neutral effect scores 3 Negative effect scores 0</p>	<p>5%</p> <p>10%</p>
6	<p>Risk Assessment</p> <p>Identify the level of risk in a project not being able to proceed. For example planning appeals, listed building consent. Over subscription of partnership funds</p>	<p>Try and ensure that not all schemes selected are high risk with the danger that there will be delays in delivery or no-delivery.</p>	<p>The following will all need to be considered:-</p> <ul style="list-style-type: none"> Technical Issues Financial Uncertainty Partnership uncertainty Planning Issues Legal issues Timescale 	<p>10%</p>



Report to: Policy & Performance Improvement Committee – 6 July 2026
 Director Lead: Nick Wilson, Director Financial Services, Revenues & Benefits and S151
 Lead Officer: Andrew Snape, Head of Service - Finance

Report Summary	
Report Title	Provisional Financial Outturn Report to 31 March 2026
Purpose of Report	<p>To present to Members the provisional 2025/26 financial outturn position on the Council’s revenue and capital budgets, including:</p> <ul style="list-style-type: none"> • General Fund Revenue • Housing Revenue Account • Capital Programme • Provisions and Impaired Estimates on Debtors • Usable Reserves • Collection Fund <p>This report provides Members with a summary of actual income and expenditure compared to the revised budget and how any surpluses/deficits have been allocated to/from reserves.</p>
Recommendations	<p>That the Policy & Performance Improvement Committee note:</p> <ol style="list-style-type: none"> a) the final outturn of revenue and capital spending for 2025/26; b) the capital financing proposals as set out in table 5 at paragraph 1.18; c) the Capital Programme reprofiling of £14.289m carried forward into 2026/27 as per appendices E and F; d) note the movement in Provisions and Impaired Estimates on Debtors; and e) the individual contributions to, and withdrawals from, the revenue and capital Usable Reserves.

1.0 Background

Overview of Provisional General Fund (GF) Revenue Outturn for 2025/26

1.1 The accounts show a favourable variance of £0.719m on service budgets, with a total favourable variance of £0.801m, over and above the previous budget monitoring report as at 31 December 2025 report agreed transfer of £1.111m to the capital provision earmarked reserve, as follows:

Table 1: General Fund Revenue Outturn for 2025/26 Financial Year as at 31 March 2026

	Budget £'m	Outturn £'m	Variance £'m
Climate and the Environment	1.816	1.309	(0.507)
Health, Wellbeing and Leisure	0.960	0.672	(0.288)
Heritage, Culture and the Arts	0.668	0.652	(0.016)
Housing	(0.002)	0.136	0.138
Public Protection and Community Relations	3.410	3.216	(0.194)
Strategy, Performance and Finance	9.886	9.228	(0.658)
Sustainable Economic Development	2.248	1.919	(0.329)
Gf Vacancy Factor & Savings	(1.135)	0	1.135
Net Cost of Services	17.851	17.132	(0.719)
Other Operating Expenditure	5.053	5.031	(0.022)
Finance & Investment Income & Expenditure	0.315	(0.218)	(0.533)
Taxation & Non-Specific Grant Inc	(25.103)	(25.696)	(0.593)
Net Cost of Council Expenditure	(1.884)	(3.751)	(1.867)
Transfer to/(from) Unusable Reserves	4.253	4.208	(0.045)
Transfer to Capital Provision	0	1.111	1.111
Transfer to/(from) Usable Reserves	(2.369)	(1.568)	0.801
Transfer to/(from) General Balance	0	0	0

1.2 Based on the table above, usable reserves have increased by £0.801m. This increase has been applied to a number of different reserves described at paragraphs 1.25 and 1.26 later in this report. The statutory General Fund balance has not varied during the year and remains at £1.500m, which is in accordance with the Medium-Term Financial Plan approved on 6 March 2025.

1.3 The table below shows further detail regarding the variances which make up the additional transfer of £0.801m into Usable Reserves:-

Reason for Variance	Value £'m
Significant favourable variances within the Waste and Recycling department, driven by higher-than-expected income from trade waste, recycling, and garden waste.	(0.373)
Prices of Petrol & Diesel have stabilised since the budget setting for 2025/26 resulting in a favourable outturn variance	(0.121)
Income for resettlement schemes, particularly Homes for Ukraine, is below expectations as the original income budget set at the start of the scheme will not be achieved.	0.170
Temporary Accommodation Council tax void losses have occurred due to empty units.	0.050
Three vacancies within the Health Development Team (Active Lifestyles Project Officer, Regeneration Capital Project Officer and Health Improvement Officer) have been vacant for a significant period throughout the year.	(0.112)
The Active4Today Management fee that was budgeted for, is not needed due to A4T forecasting a surplus in their accounts	(0.104)

A higher number of planning applications have been received during 2025/26 than was originally budgeted for	(0.263)
There is an overall favourable variance on the cleaning contract for the Council's corporate properties.	(0.100)
Favourable variance for utility costs across the Council's corporate properties.	(0.197)
Rental income for Newark Beacon has exceeded budget expectations, driven by higher occupancy levels, which have also helped reduce the Council's business rates costs.	(0.102)
Culmination of other employee favourable variances across the Council.	(0.737)
Vacancy Factor and Notional Savings.	1.135
Other Variances.	0.035
Favourable variance on services	(0.719)
Transfer to the Capital provision earmarked reserve to support the Ollerton Town Centre Regeneration, as per previous budget monitoring report as at 31 December 2025 (24/03/2026 Cabinet)	1.111
Net variance on loss allowance, apprentice levy and corporate contingency.	(0.021)
Net variance on interest receivable and payable.	(0.534)
Additional income from the Nottinghamshire Business Rates Pool.	(0.342)
Additional income from Business Rates on S31 grants and renewable energy plus a reduction in the levy payment to Notts County Council.	(0.169)
Additional grant income over budgeted level for Internal Drainage Board and National Insurance grants during the year.	(0.081)
Reduction in Minimum Revenue Provision due to reduction in actual borrowing required on the capital programme financing.	(0.046)
Additional transfer to Usable reserves	0.801

- 1.4 Further details of the favourable variance on Service Budgets managed by the Business Managers of £0.719m against directorate budgets are in **Appendix A**.
- 1.5 Net Interest receivable showed a favourable variance of £0.534m, driven by the timing of treasury transactions during the year, a longer-than-expected period of higher interest rates, and external borrowing being required later than originally anticipated.
- 1.6 The Taxation and Non-Specific Grant Income within the Non-Service elements shows a favourable variance of £0.593m against the revised budget of £25.103m. These budgets mainly consist of income from council tax, national non-domestic rates (NNDR, or business rates), and grant funding. The favourable variance is largely due to an additional surplus of £0.511m on the NNDR figures, this includes £0.342m from the Nottinghamshire Business Rates pooling arrangements, exceeding the £1.000m originally budgeted, along with a £0.146m increase in Section 31 grants and renewable energy income. Additionally, income from the Internal Drainage Board levy and National Insurance grants is £0.081m higher than the budgeted £0.260m.

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

Final position (as at 31 March 2026) compared to previous position (as at 31 December 2025)

- 1.8 The quarter three budget monitoring report to Cabinet projected a favourable variance against the revised budget of £0.385m on Service budgets. This report describes the actual favourable variance, against the revised budget, of £0.719m on Service budgets: an increase of £0.334m. *Table 2* summarises the changes in variance against committee budgets between the two reports. Further details of these changes by Directorate are in **Appendix B**.

Table 2: General Fund Revenue Outturn: Changes in Variance by Committee Between Reports

Net Cost of Services variance as at 31/12/2025 (24/03/2026 Cabinet report)	(0.385)
Climate and the Environment	0.081
Health, Wellbeing and Leisure	(0.029)
Heritage, Culture and the Arts	0.144
Housing	(0.072)
Public Protection and Community Relations	(0.141)
Strategy, Performance and Finance	(0.347)
Sustainable Economic Development	0.030
Net Cost of Services variance as at 31/03/2026 (21/07/2026 Cabinet report)	(0.719)

Carry Forwards

- 1.9 Previous years have seen officers requesting carry forwards of underspends that relate to the timing of payments that have extended past the year-end date of 31st March in year. This year, the s151 Officer has approved £0.989m for the General Fund and £0.617m for the HRA, to be carried forward into 2026/27.
- 1.10 Any unspent conditional grants are dealt with separately and are transferred to the balance sheet for either repayment or expenditure in the following year dependent upon its terms and conditions.

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

- 1.11 The financial outturn position to 31 March 2026 for the HRA before appropriations to reserves is a deficit of £0.243m. *Table 3* summarises these variances.

Table 3: HRA Revenue Outturn for 2025/26 Financial Year as at 31 March 2026

	Revised Budget £'m	Outturn £'m	Variance £'m
Expenditure	26.232	25.555	(0.677)
Income	(31.334)	(30.818)	0.516
Vacancy Factor	(0.274)	0	0.274
Net Cost of HRA Services	(5.376)	(5.263)	0.113
Other Operating Expenditure	3.244	3.533	0.289
Finance & Investment Income/Expenditure	4.335	4.176	(0.159)
Taxation & Non Specific Grant Income	(0.192)	(0.192)	0
(Surplus)/Deficit on HRA Services	2.011	2.254	0.243
Movements in Reserves			
Transfer to/(from) Unusable Reserves	(10.652)	(10.652)	0
Transfer to/(from) Usable Reserves	0.024	0.024	0
Transfer to Major Repairs Reserve - Depreciation	6.368	6.051	(0.317)
Transfer to Major Repairs Reserve – Revenue Contribution	2.249	2.323	0.074
Total	0	0	0

1.12 Further details of the variances against HRA budgets are in **Appendix C**.

1.13 Further details of the changes in variance between this report and the previous report are in **Appendix D**.

Overview of Provisional Capital Outturn for 2025/26

1.14 Capital monies are spent on building or enhancing the Council's asset base. There are rules and regulations regarding what can be classed as capital expenditure, and this spend must be financed separately from the day to day running costs of the Council.

1.15 Members approve all variations to the Capital Programme. At its meeting on 24 March 2026, Cabinet approved the revised budget of £53.759m. Further variations increased the budget by £0.243m to a final amount of £53.802m.

Table 4: GF and HRA Capital Outturn for 2025/26 Financial Year as at 31 March 2026

Spend Type	Budget Approved as per Cabinet 24/3/25 £'m	Revised Post Cabinet £'m	Outturn £'m	Variance £'m
GF	14.835	14.878	11.923	(2.955)
GF REFCUS*	3.271	3.271	2.915	(0.356)
GF Total	18.106	18.149	14.838	(3.311)
HRA	16.867	16.867	14.230	(2.637)

HRA REFCUS*	0.000	0.000	0.000	0.000
HRA Total	16.867	16.867	14.230	(2.637)
GF and HRA Total	34.973	35.016	29.068	(5.948)
GF Loan	18.786	18.786	9.601	(9.185)
Total	53.759	53.802	38.669	(15.133)

*REFCUS relates to Revenue Expenditure funded from Capital under Statute i.e. expenditure on non-Council-owned assets e.g. disabled facilities grants.

- 1.16 The table below outlines the key variances across the projects contributing to the total £5.948m referenced above. This excludes the General Fund Loan, as the £13.592m increase in the Housing Regeneration Loan Facility was approved on 20 January 2026. At the time of approval, certain developments were expected to require cash flow before the end of March 2026; however, these have since been delayed: -

Reason for Variance	Value £'m
General Fund	
Information Technology Investment – there is a favourable variance on the website upgrade of £0.124m due to the costs being less than anticipated and delays going live. There was also an additional budget of £0.254m was added at Q3 for SAN and tape libraries, for which there have been delays from the manufacturer, so will be now delivered in August 2026.	(0.415)
Vehicles and Plant – the arrival of the new vehicles was estimated due to long lead in times; however, some didn't arrive until April/May 2026	(0.331)
Woodland Planting Scheme – The legal agreement was not signed and sealed by the end of the financial year. Therefore, the payment will be made in 2026/27	(0.315)
Stodman Street – extensive delays in the national power cable diversions and other site complexities.	(0.928)
Housing Revenue Account	
Roof Replacements – vacancies in the investment team resulted in a reduced capacity within the team.	(0.513)
Yorke Drive Regeneration – Development Agreement was expected to be finalised in December 2025, however it requires a parent company guarantee, once finalised final costs for the JCT can be provided.	(0.610)
HRA Vehicle replacement Programme - the arrival of the new vehicles was estimated due to long lead in times. Some have arrived in April/May with more expected.	(1.052)
Total	(4.164)

- 1.17 To ensure the overall project budget remains intact, it is proposed that reprofiling of £14.289m (£11.903m GF and £2.386m HRA) to 2026/27 as detailed in **Appendices E and F**. This is because there are commitments in place or schemes still expected to start. For clarity, where a scheme has been completed, any remaining budgets will not be carried forward.

- 1.18 Total Capital spend in the year of £38.669m has been financed by a combination of borrowing, external grants and contributions, receipts, major repairs reserve and revenue contributions. It is proposed that Cabinet approve the revised capital financing proposals as summarised in *Table 5*:

Table 5: Proposed 2025/26 GF and HRA Capital Outturn Financing

Source of Financing	GF Programme £'m	HRA Programme £'m	Total £'m
External Grants & Contributions	6.842	0.192	7.034
Capital Receipts non-1-4-1	1.607	0.500	2.107
Capital Receipts 1-4-1	0.000	0.706	0.706
Revenue Contributions	2.074	10.605	12.679
Borrowing	13.916	2.227	16.143
Total Financing	24.439	14.230	38.669

Provisions for Future Liabilities

- 1.19 Provisions are made when an event has taken place that gives the Council an obligation that probably requires settlement, can be reasonably estimated, but where the timing of the payment is uncertain. Good practice requires that any movements in a Provision should be approved separately by Cabinet. The provisions in the table below relate to alterations and appeals against the rateable values (RV) provided for on properties in the National Non-Domestic Rating list (NNDR). The amounts shown in the Statement of Accounts (and hence in the table below) relate to this Council's element for the provision for appeals. 2023/24 saw the release of a refreshed rating list from the valuation office. This is the third such list since rates retention came into effect in April 2013. As a result of the new list being released, from April 2023 no further appeals for the prior lists are able to be lodged, this in turn has resulted in lower threats to our rating income. During the year 2025/26, £0.575m was charged against the provision in due to RV adjustments in relation to the 2017 and 2023 rating lists and £0.250m was added to the provision (£0.035m was removed from the 2017 list provision and £0.284m was added for the 2023 list provision). 40% of all provisions are applicable to NSDC (£0.230m charge and £0.100m increase therefore £0.130m as the NSDC share). The provisions provided for in *Table 6* are the Council's 40% share, as follows:

Table 6: 2025/26 Movements in GF Provision – NNDR

General Fund Provision (NNDR) – Period of Settlement for Appeals	Balance B/Fwd 01/04/2025 £'m	Movement in Year £'m	Actual Balance 31/03/2026 £'m
Provision for Appeals – NNDR settled within 12 months	(0.304)	(0.187)	(0.491)
Provision for Appeals – NNDR settled after 12 months	(0.317)	0.317	0.000
Provision for Appeals – NNDR Total	(0.621)	0.130	(0.491)

1.20 The Council receive external advice (from Analyse Local) relating to the level of provision that should be held. Analyse Local have used their knowledge and understanding from a national perspective to estimate the total liability for the 2023 list. From this national level estimate we have applied an understanding from a more local perspective and experience of previous appeal settlement levels and have adjusted the estimate to £1.229m, the provision for the 2017 list is now zero. This total provision of £1.229m is at Collection Fund level of which this Council recognises 40% (£0.491m) due to its share of the overall NNDR income.

Impaired Estimates on Debtors

1.21 Impaired Estimates on Debtors is an estimation of the amount that will remain uncollectable after a certain time period and may require write off in the future accounts of the Council. The calculation is based upon on the age and amounts of debt owed to the Council based on a hierarchical percentage i.e. the older the debt, the greater likelihood of non-collection. Good practice requires that movements in the Impaired Estimates on Debtors should be approved separately by Members. *Table 7* details these:

Table 7: 2025/26 Movements in GF and HRA Impaired Estimates on Debtors

Debtor Type	Balance B/Fwd 01/04/2025 £'m	Write Offs in Year £'m	(Increase) / Decrease in Provision £'m	Actual Balance 31/03/2026 £'m
GF - Sundry Debts	(0.125)	0.057	(0.105)	(0.173)
GF - Housing Benefit	(0.818)	0.026	0.021	(0.771)
GF – Impaired Estimates on Debtors	(0.943)	0.083	(0.084)	(0.944)
HRA - Sundry and Other Debts	(0.015)	0.006	(0.011)	(0.020)
HRA - Former Tenants	(0.385)	0.041	(0.164)	(0.508)
HRA - Current Tenants	(0.091)	0.014	(0.093)	(0.170)
HRA – Impaired Estimates on Debtors	(0.491)	0.061	(0.268)	(0.698)

Usable Capital Reserves

1.22 A Reserve is created for a specific future purpose or to cover contingencies. In accordance with the Code; these Usable Reserves must be separately identified between those that are retained for Capital purposes and those that are retained for Revenue purposes. Again, good practice dictates that any movements in existing reserves, or the creation of any new reserves, be approved by Members.

1.23 Capital reserves are used to fund spend incurred on the approved capital programme. *Table 8* details the position as at 31 March 2026:

Table 8: Capital Reserves used to Fund GF and HRA Capital Programmes as at 31 March 2026

Capital – Type of Reserve Used to Fund Capital Programme	Balance B/Fwd 01/04/2025 £'m	Cont'n in Year £'m	Use in Year £'m	Actual Balance 31/03/2026 £'m	Anticipated balance at 31/03/2030 £'m
Capital - GF					
Usable Capital Receipts	1.201	1.412	1.606	1.007	0.462
Capital Grants Unapplied	13.387	0.565	0	13.952	6.909
Capital – HRA					
Usable Capital Receipts – HRA	0.058	1.635	0.706	0.987	0.484
Usable Capital Receipts - RTB's	0.035	2.089	0.500	1.624	1.580
Capital Grants Unapplied	0	0	0	0	0
Major Repairs Reserve (MRR)	10.502	8.374	15.645	3.231	0.481
Capital - Total	1.201	1.412	1.606	1.007	0.462

Usable Revenue Reserves

1.24 Revenue reserves are used to fund anything that is not capital in nature, albeit can be applied to capital expenditure if necessary. They cover such areas as donations, external grants and contributions for future service provision, or specific sums of money held for a specific purpose. The tables below show high level balances against the categories of the reserves that are held for each fund together with current approved commitments and hence a forecast balance. **Appendix G** details the movement on General Fund Reserves and **Appendix H** shows HRA Reserves.

General Fund	Opening Balance £'m	Closing Balance £'m	Commitments £'m	Forecast Balance £'m
Budget funding reserve	(9.013)	(8.925)	5.425	(3.500)
Earmarked for Known Pressure	(8.761)	(8.555)	5.973	(2.582)
Ringfenced	(2.555)	(4.165)	2.116	(2.049)
Un-ringfenced	(13.786)	(13.717)	11.531	(2.186)
Working Balance	(1.500)	(1.500)	0	(1.500)
Total	(35.615)	(36.862)	25.045	(11.817)

1.25 Overall the Council has increased its General Fund reserves position by £1.247m. This is attributed to:

	£'m
Brought Forward Reserves balance	35.615
Budgeted increase in reserves	0.316
Contributions to Capital Expenditure	(1.772)
Transfer to Capital Provision (as per Q3 report to cabinet)	1.111

Favourable variance in cost of running Council	0.801
Other movements	0.791
Reserves balance as at 31st March 2026	36.862

HRA	Opening Balance £'m	Closing Balance £'m	Commitments £'m	Forecast Balance £'m
Earmarked for Known Pressure	(5.653)	(5.723)	1.936	(3.787)
Un-ringfenced	(2.000)	(2.000)	0	(2.000)
Total	(7.653)	(7.723)	1.936	(5.787)

- 1.26 Service variances combined with non-service-related income and expenditure variances has meant that overall the District Council has increased its Housing Revenue Account reserves by £0.070m. This increase has been identified as being related to:

	£'m
Brought Forward Reserves balance	7.653
Budgeted use of reserves	(0.250)
HRA agreed Carry Forwards	0.384
Unused efficiency savings	0.298
Favourable variance in cost of running HRA	0.070
Other movements	(0.432)
Reserves balance as at 31 March 2025	7.723

The Collection Fund 2025/26

- 1.27 The Collection Fund accounts for the income from the collection of Council Taxes and Business Rates, and the subsequent disbursement to local authority preceptors and central government.
- 1.28 The in-year surplus on the Council Tax account was £1.195m, which reduced the overall position from a deficit of £1.262m at 1 April 2025 to a surplus of £0.067m at 31 March 2026.
- 1.29 The Code prescribes that the Statement of Accounts only show the element of Council Tax that relates to Newark & Sherwood District Council. In this regard, the share of the Council Tax surplus of £0.067m that relates to Newark & Sherwood District Council as at 31 March 2026 is £0.007m. A zero surplus/deficit was estimated during January 2026 meaning no income or expenditure is being managed during 2026/27 from or to Council Tax preceptors.
- 1.30 The in-year deficit on the Business Rates account was £1.161m, which changed the overall position from a surplus of £0.692m at 1 April 2025 to a deficit of £0.469m at 31 March 2026.

- 1.31 The Code prescribes that the Statement of Accounts only show the element of business rates that relates to Newark & Sherwood District Council. In this regard, the share of the business rates deficit that relates to Newark & Sherwood District Council as at 31 March 2026 is £0.188m. The Council declared an estimated deficit as at 31st March 2026 of £0.739m during January 2026, this will be recouped from preceptors during 2026/27. The share of this deficit relating to Newark & Sherwood District Council is £0.295m and has been included within the 2025/26 budget.
- 1.32 Impaired provisions on council tax and business rates debtors is an estimation of the amount that will remain uncollectable after a certain time period. This may be required to be written off in future by all preceptors depending on their share of the Collection Fund. The calculation is based upon on a historical experience of bad debt, i.e. experience shows 0.8% of net liability is written off for council tax, 0.7% for business rates. Where a debt is written off, for every £1.00 in council tax, £0.11p is reflected in the Councils accounts, the remaining balance is split between the remaining preceptors. For every £1.00 of business rates written off, £0.40 is reflected in the Councils accounts.

2025/26 Movements in CF Impaired Estimates on Debtors

Debtor Type	Balance B/Fwd 01/04/2025 £'m	Write Offs in Year £'m	(Increase) / Decrease in Provision	Actual Balance 31/03/2026 £'m
CF - Council Tax Debts	(3.787)	0.547	(1.070)	(4.310)
CF - Business Rates Debts	(0.865)	0.035	(0.106)	(0.936)
CF – Impaired Estimates on Debtors	(4.652)	0.582	(1.176)	(5.246)

Pensions

- 1.33 The details regarding the Council's share of the Nottinghamshire County Council Pension Fund are provided for Members consideration at **Appendix I**.
- 1.34 Barnett Waddingham are the Pension Fund's appointed Actuary and their report sets out the assumptions used to prepare the IAS19 pension figures reported in the Council's accounts. It is best practice to consider these assumptions prior to agreeing their use and inclusion in the Statement of Accounts for 2025/26. The Audit & Accounts Committee considered these at their meeting in April 2026.

2.0 Proposal/Options Considered and Reasons for Recommendation

- 2.1 To approve the Financial Outturn position for the Council for the 2025/26 financial year.

3.0 Implications

In writing this report and in putting forward recommendations, officers have considered the following implications; Data Protection, Digital and Cyber Security, Equality and Diversity, Financial, Human Resources, Human Rights, Legal, Safeguarding and

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

Implications Considered			
Yes – relevant and included / NA – not applicable			
Financial	NA	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	NA

Background Papers and Published Documents

Statement of Accounts files & working papers 2025/26

Capital Finance Account’s 2025/26 files

Housing Revenue Account’s 2025/26 files

General Fund (GF) Revenue Outturn Variance Analysis by Portfolio and Business Unit as at 31 March 2026

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

Climate and the Environment - £(0.507)m		£'m
Environmental Services	HVO was deemed unfeasible in the Q1 reports, and diesel prices have since stabilised. Given the volatility of this budget, a contingency element is included. As a result, current trends indicate a potential early underspend, provided market conditions remain stable.	(0.121)
Environmental Services	Significant favourable variances within the Waste and Recycling department, driven by higher-than-expected income from trade waste, recycling, and garden waste. Additionally, there is a favourable variance in expenditure related to refuse bin purchases and payments to Nottinghamshire County Council based on tonnage.	(0.373)
All	Culmination of other Employee favourable variances across the Portfolio, net of Agency Staff	(0.037)
All	Other Small Variances	0.024
Climate and the Environment Total		(0.507)
Health, Wellbeing and Leisure - £(0.288)m		£'m
Healthy Places	Three vacancies within the Health Development Team (Active Lifestyles Project Officer, Regeneration Capital Project Officer and Health Improvement Officer) have been vacant for a significant period throughout the year.	(0.112)
Healthy Places	An underspend for the A4T management fee due to the leisure centres forecasting a surplus in their accounts.	(0.104)
All	Culmination of other Employee favourable variances across the Portfolio, net of Agency Staff	0.000
All	Other Small Variances	(0.072)
Health, Wellbeing and Leisure Total		(0.288)
Heritage, Culture and the Arts - £(0.016)m		£'m
All	Culmination of other Employee favourable variances across the Portfolio, net of Agency Staff	(0.021)
All	Other Small Variances	0.005
Heritage, Culture and the Arts Total		(0.016)
Housing - £0.138m		£'m
Housing Services	Income for resettlement schemes, particularly Homes for Ukraine, is below expectations as the original income budget set at the start of the scheme will not be achieved.	0.170
Housing Services	Temporary Accommodation Council tax void losses have occurred due to empty units.	0.050
Housing Services	Favourable variance for utility costs for the Northgate temporary accommodation site	(0.035)
Housing Services	Barratt Managed Properties scheme has been extended until the end of January so more income than budgeted for	(0.013)
All	Culmination of other Employee favourable variances across the Portfolio, net of Agency Staff	(0.044)
All	Other Small Variances	0.010
Housing Total		0.138

General Fund (GF) Revenue Outturn Variance Analysis by Portfolio and Business Unit as at 31 March 2026

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

Public Protection and Community Relations - £(0.194)m		£'m
All	Favourable variance across the portfolio on income generated over and above the budgeted figure including services for Licensing, insurance, street cleansing and Environmental Health.	(0.043)
Public Protection	Favourable variance on insurance claim payments compared to budget set.	(0.078)
All	Culmination of other Employee favourable variances across the Portfolio, net of Agency Staff.	(0.052)
All	Other Small Variances	(0.021)
Public Protection and Community Relations Total		(0.194)
Strategy, Performance and Finance - £(0.606)m		£'m
Corporate Property	There is an overall favourable variance on the cleaning contract for the Council's corporate properties.	(0.100)
Corporate Property	Favourable variance for utility costs across the Council's corporate properties.	(0.197)
Corporate Property	Rental income for Newark Beacon has exceeded budget expectations, driven by higher occupancy levels, which have also helped reduce the Council's business rates costs.	(0.102)
Revenues & Benefits	The outturn variance in salary costs within the Revenue and Benefits business unit is mainly due to two vacant apprentice position and 0.19 FTE of unfilled hours, which are not expected to be recruited this financial year. Additionally, a vacant Revenues Officer post is currently being advertised.	(0.082)
Revenues & Benefits	The current 0.94 FTE vacancy for the Business Rates Property Inspector role is being partially covered, with 7.5 hours reassigned to an existing team member from August. The remaining hours will be advertised, and the new post is not expected to be advertised this financial year.	(0.033)
All	Culmination of other Employee favourable variances across the Portfolio, net of Agency Staff	(0.188)
All	Other Small Variances	0.044
Strategy, Performance and Finance Total		(0.658)
Sustainable Economic Development - £(0.606)m		£'m
Planning Development	Favourable variance Planning Development salaries due to three vacant posts to be one covered by agency staff, with further agency support leading up to review of the service.	(0.041)
Planning Development	A higher number of planning applications have been received during 2025/26 than was originally budgeted for	(0.263)
Planning Policy and Infrastructure	CIL income unfavourable due unpredictability on Community Infrastructure Levy at present showing a reduction in income.	0.079
All	Culmination of other Employee favourable variances across the Portfolio, net of Agency Staff	(0.076)
All	Other Small Variances	(0.028)
Sustainable Economic Development Total		(0.329)
Vacancy Factor & Notional Savings £1.135m		£'m
Vacancy Factor	The vacancy factor represents a planned allowance within the Council's establishment budget to reflect the likelihood that not all posts will be occupied throughout the year.	0.885
Notional Savings	Budget set for notional savings as per the revenue budget setting for 2025-26 at Full Council in March.	0.250
Vacancy Factor & Notional Savings Total		1.135
General Fund Revenue Outturn Variance for Services		(0.719)

Appendix B

General Fund (GF) Revenue Outturn Change in Variance Analysis by Portfolio between 31 December 2025 and 31 March 2026

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

Climate and the Environment - Variance as at 31/12/2025	(0.588)
Movement from Q3 to overall outturn across salaries within the Portfolio.	(0.008)
Movement from Q3 to the overall outturn for the communication budget for food waste, agreed to use overall favourable variance rather than grant funds.	0.031
Movement from Q3 to the overall outturn across expenditure codes for tyres, oils, petrol and diesel on the vehicle pool cost centre.	0.054
Other small variances	0.004
Climate and the Environment - Variance as at 31/03/2026	(0.507)
Health, Wellbeing and Leisure - Variance as at 31/12/2025	(0.259)
Movement from Q3 to overall outturn across salaries within the Portfolio.	(0.004)
Other small variances	(0.025)
Health, Wellbeing and Leisure - Variance as at 31/03/2026	(0.288)
Heritage, Culture and the Arts - Variance as at 31/12/2025	(0.160)
Movement from Q3 to the overall outturn for the Palace Theatre reflects the use of a favourable variance to fund capital projects at the theatre and CCTV improvements.	0.183
Movement from Q3 to overall outturn across salaries within the Portfolio.	(0.021)
Other small variances	(0.018)
Heritage, Culture and the Arts - Variance as at 31/03/2026	(0.016)
Housing - Variance as at 31/12/2025	0.210
Movement from Q3 to outturn reflects the successful submission for reimbursement of prior-year costs associated with the Afghan Resettlement Programme.	(0.057)
Movement from Q3 to overall outturn across salaries within the Portfolio.	(0.004)
Other small variances	(0.011)
Housing - Variance as at 31/03/2026	0.138
Public Protection and Community Relations - Variance as at 31/12/2025	(0.053)
Movement from Q3 to outturn on the net of insurance, regarding premium expenditure and insurance claims income.	(0.043)
Movement from Q3 to overall outturn across salaries within the Portfolio.	(0.029)
Other small variances	(0.069)
Public Protection and Community Relations - Variance as at 31/03/2026	(0.194)
Strategy, Performance and Finance - Variance as at 31/12/2025	(0.311)
Movement from Q3 to outturn for the Legal department reflects expenditure on agency staff, Land Registry fees, and outsourced legal services, alongside an increase in income from recovered legal fees.	(0.093)
Movement from Q3 to overall outturn for Newark Beacon reflects higher-than-anticipated occupancy levels.	(0.064)
Reimbursement of professional fees claimed from National Highway on A46.	(0.041)
Movement from Q3 to outturn on the Lorry Park meal vouchers income.	(0.043)
Movement from Q3 to overall outturn across salaries within the Portfolio.	(0.046)
Other small Variances	(0.060)
Strategy, Performance and Finance - Variance as at 31/03/2026	(0.658)
Sustainable Economic Development - Variance as at 31/12/2025	(0.359)
Movement from Q3 to overall outturn across salaries within the Portfolio.	(0.006)
Other small Variances	0.036
Sustainable Economic Development - Variance as at 31/03/2026	(0.329)
Vacancy Factor & Notional Savings - Variance as at 31/12/2025	1.135
Vacancy Factor & Notional Savings - Variance as at 31/03/2026	1.135
General Fund Revenue Outturn for Services - Variance as at 31/03/2026	(0.719)

Housing Revenue Account (HRA) Revenue Outturn Variance Analysis as at 31 March 2026

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

HRA - £0.243m		£'m
Housing Revenue Account	Recharges from the General Fund are lower than budgeted, largely due to vacant roles in the General Fund.	(0.271)
Housing Services	A saving has been realised on contract cleaning for community centres due to actual expenditure being lower than the budgeted increase.	(0.063)
Building Safety & Asset Invest	Compliance Services underspends on salaries and contracts, £177k, due to a lot of vacancies within the business unit however, this is offset by the overspend in agency staff of £153k.	(0.024)
Building Safety & Asset Invest	A saving has been realised in compliance - servicing of appliances due to actual expenditure being lower than the increase in the budget from the previous financial year.	(0.203)
Housing Revenue Account	Income from housing rents, including service and management charges, is below target due to an increased number of void properties. Offset by increased income from leaseholder recharges PV fit generation.	0.420
Vacancy Factor	The vacancy factor represents a planned allowance within the Council's establishment budget to reflect the likelihood that not all posts will be occupied throughout the year.	0.274
All	Other small variances	(0.020)
HRA Total		0.113

Housing Revenue Account (HRA) Revenue Outturn Change in Variance Analysis between 31 December 2025 and 31 March 2026

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

HRA - Variance as at 31/12/2025	0.237
Variance from Q3 to outturn in income received from solar panel generation, driven by higher-than-expected productivity.	(0.112)
Higher-than-expected expenditure outturn on responsive repairs, due to some capital costs not meeting the criteria and therefore being reclassified to revenue in Q4.	0.126
Movement from Q3 to outturn across all Service Level Agreements with the General Fund, with the variance primarily driven by carried vacancies and savings on software costs.	(0.135)
Other small variances	(0.003)
HRA - Variance as at 31/03/2026	0.113

Project	Capital Description	Current Approved Budget	Future proposed Variations	Revised Budget including Variations for Approval	Outturn			Total Projected spend in year	Variance Over/ Under Budget	Expected Completion Date	Expected Completion Date	Expected Completion Date	Slippage required	Comments
TA3062	Beacon EV Chargepoints	0	0	0	0			0	0	31/03/2026	31/03/2026	31/03/2026	0	10/07/25 same as boiler bigger than just EV chargepoints. 13/10/25 independent report commissioned, and infrastructure unisurtable for the original spec of charges, so this budget can be removed and future report to SLT for other potential options.
TB2253	Vehicles & Plant	634,856	0	634,856	303,553			303,553	(331,303)	31/03/2026	31/03/2026	31/03/2026	331,303	10/07/25 contract for the consortium to be revised. 13/10/25 Contract is now in place and vehicle replacements will progress as planned. HRA vehicle replacement budget to now sit within HRA Capital budget for more efficient financing.
TB2261	Brunel Drive Redevelopment Phase 1	669,000	0	669,000	462,180			462,180	(206,820)	31/10/2025	31/01/2026	31/03/2026	60,000	10/07/25 start on site due in August and demolition due to complete in October. May not require full budget. 13/10/25 contractor started on site 29 September, expecting completion of this phase by end of Jan 26 13/01/26 main contractor works will be complete by end of Jan, additional works identified during the project are due for completion by the end of March 26. 31/03/26 final works to be carried out early 2026/27.
TB3155	Castle - Condition Works	175,165	0	175,165	150,945			150,945	(24,221)	31/10/2025	04/11/2025	04/11/2025	24,220	10/07/25 recommission deferred works, 8 week project.
TB3162	Woodland Planting Contribution	309,915	0	309,915	0			0	(309,915)	31/03/2026	31/03/2026	31/03/2026	309,915	13/10/25 waiting on NCC for an agreement, planting scheme is complete. 31/03/26 expecting legal agreement to be signed and sealed in June 26.
CLIMATE AND THE ENVIRONMENT TOTAL		1,788,937	0	1,788,937	916,678			916,678	(872,258)					
TA1221	SLC Fire Safety Remedial Works	0	0	0	0			0	(0)	27/05/2025	27/05/2025	27/05/2025	0	10/07/25 Scheme no longer required.
TA1226	Dukeries LC Inflatables	40,250	0	40,250	39,889			39,889	(361)	31/07/2025	31/07/2025	31/07/2025	0	10/07/25 inflatables for the pool have been delivered, the dry site inflatables due to be delivered around end of July 25. 13/10/25 delivered. Retention to pay by the end of October.
TA1227	Payment of S106 to SLCT	190,951	0	190,951	190,951			190,951	0	27/05/2025	27/05/2025	27/05/2025	0	10/07/25 payment made to SLCT with the Lease Surrender
TA1228	Dukeries Pool Cover	37,500	0	37,500	30,459			30,459	(7,041)		12/09/2025	12/09/2025	0	13/10/25 scheme complete
TA3097	Yorke Drive Regeneration and Community Facilities	59,680	0	59,680	10,371			10,371	(49,309)	31/12/2031	31/12/2031	31/12/2031	49,309	31/03/26 Development Agreement was expected to be finalised in December 2025, however it requires a parent company guarantee, once finalised final costs for the JCT can be provided.
TA3099	x300 Carelines	58,480	0	58,480	58,480			58,480	0			31/01/2026	0	31/01/26 scheme complete
TB6174	S106 Rainworth Off Site Sports Transfer to Joesph Whitaker	228,315	0	228,315	228,315			228,315	0	18/04/2025	18/04/2025	18/04/2025	0	10/07/25 paid, scheme complete
TB6176	S106 Clipstone PC Village Hall	19,822	0	19,822	19,822			19,822	0	17/04/2025	17/04/2025	17/04/2025	0	10/07/25 paid, scheme complete
TB6179	Newark R&M Cricket Club, Kelham Road	18,521	0	18,521	18,521			18,521	0	30/05/2025	30/05/2025	30/05/2025	0	10/07/25 paid, scheme complete
TB6180	S106 Transfer to EPC for VH Improvements	123,027	0	123,027	123,027			123,027	0	27/05/2025	27/05/2025	27/05/2025	0	10/07/25 paid, scheme complete. Parish Council works are in progress
TB6181	S106 Transfer to EPC to create MUGA	78,019	0	78,019	78,019			78,019	0	27/05/2025	27/05/2025	27/05/2025	0	10/07/25 paid, scheme complete. Parish Council works are complete.
TB6182	S106 Transfer to EPC for PV units to Cricket Club	57,732	0	57,732	57,732			57,732	0		31/10/2025	31/10/2025	0	13/07/25 final instalment due by the end of October
TB6184	S106 Trf Epc Improvements to CYP5	0	32,763	32,763	32,763			32,763	0			31/03/2026	0	13/07/25 final instalment due by the end of October
HEALTH, WELLBEING & LEISURE TOTAL		912,297	32,763	945,060	888,349			888,349	(56,711)					
TF2000	CCTV Replacement Programme	45,000	0	45,000	35,762			35,762	(9,238)	31/03/2026	31/03/2026	31/03/2026	0	10/07/25 10 cameras to be replaced in 2025/26 revisit profile when more information available from contractor

Project	Capital Description	Current Approved Budget	Future proposed Variations	Revised Budget including Variations for Approval	Outturn			Total Projected spend in year	Variance Over/ Under Budget	Expected Completion Date	Expected Completion Date	Expected Completion Date	Slippage required	Comments
TF2001	CCTV Control Room Relocation	658,950	0	658,950	573,759			573,759	(85,191)	31/03/2026	31/03/2026	31/05/2026	85,191	10/07/25 scheme is progressing, will have preferred bidder and will be able to award contract by August. 13/10/25 started on site in September, progressing well. 13/01/26 project ongoing, main control room will be up and running by 31 March, but connections to remote sites will be complete by 31 May.
TF3230	Lighting at St Marys Gardens - SPF	13,939	0	13,939	13,939			13,939	0	30/06/2025	30/06/2025	30/06/2025	0	10/07/25 project complete and all required budget used.
TF3233	Cuckstool Wharf Lighting	101,040	0	101,040	0			0	(101,040)	31/12/2025	31/12/2025	31/03/2026	101,040	10/07/25 finalising design, out for quotes at the end of July early august. Heritage England need to sign off the works. 13/10/25 x2 tenders received currently being reviewed. Expected onsite end of Oct x4 week programme. 13/01/26 now expected to be onsite by the end of January to carry out ground works, subject to river trent levels. 31/03/26 external agencies required additional information, and a bat survey required, therefore delayed until June 26.
TF3234	Oxton Flood Relief Channel	50,000	0	50,000	0			0	(50,000)			31/03/2026	0	10/07/25 finalising design, out for quotes at the end of July early august. Heritage England need to sign off the works. 13/10/25 x2 tenders received currently being reviewed. Expected onsite end of Oct x4 week programme. 13/01/26 works have started alongside NCC/IDB 31/03/26 works were carried out in 25/26, but due to being under the deminimis limit were moved to revenue.
PUBLIC PROTECTION AND COMMUNITY RELATIONS		868,929	0	868,929	623,460			623,460	(245,469)					
TA3053	Museum Improvements	20,000	0	20,000	13,160			13,160	(6,840)	31/03/2026	31/03/2026	30/06/2026	6,840	13/10/25 project to be reviewed and due to start by new year, and will be delivered in 25/26. 13/01/26 quotes received prior to christmas, scheme to be split into 2 phases, reprofile 50% of the budget to 26/27 to allow for the phasing.
TA3056	NCWC Tudor Hall	7,669	0	7,669	0			0	(7,669)	05/08/2025	05/08/2025	05/08/2025	0	10/07/25 12 month defect inspection completed, awaiting retention invoice from contractor.
TA3058	Palace Theatre Fire Alarm Upgrade	7,380	0	7,380	0			0	(7,380)	01/08/2025	01/08/2025	01/08/2025	0	10/07/25 scheme due for completion by 1 August 25 13/10/25 defects period has now ended.
TA3065	Kidney Stones	66,418	0	66,418	66,418			66,418	0	17/07/2025	17/07/2025	17/07/2025	0	10/07/25 scheme complete, interpretation panel to be fitted next week. Official opening 17/07/25.
TA3066	Essential works at the Palace Theatre	159,831	0	159,831	102,862			102,862	(56,969)	05/09/2025	31/01/2026	31/01/2026	56,969	10/07/2025 Appointed principal contractor, anticipating works to start on site 11/08/2025, awaiting listed building consent. Works within the bid have been adjusted, so reprofile £60k to 26/27. 13/10/25 main works are complete, there are a few contract variations that need client confirmation.
TB3154	Castle Gatehouse Project	2,520,149	0	2,520,149	2,558,767			2,558,767	38,618	31/07/2026	30/09/2026	30/09/2026	-38,618	10/07/25 works commenced 07/07/25 52 week programme. Cash flow received from contractor used to profile budget. 13/10/25 reprofile £2.5m to 26/27, delays caused by archaeological finds by the multi function building, likely impact of 3 weeks. The order raised is for the life of the contract, therefore forecast expenditure includes moving an element of this to the new year. 13/01/26 development is progressing well at the moment. extension of time claim is expected which may change the completion date. review next quarter. 31/03/26 report due to June Cabinet to request additional budget due to complexities on site.
HERITAGE, CULTURE & THE ARTS TOTAL		2,781,447	0	2,781,447	2,741,207			2,741,207	(40,240)					

Project	Capital Description	Current Approved Budget	Future proposed Variations	Revised Budget including Variations for Approval	Outturn			Total Projected spend in year	Variance Over/ Under/Approved	Expected Completion Date	Expected Completion Date	Expected Completion Date	Slippage required	Comments
TF6011	Private Sector Disabled Facilities Grants	1,000,000	0	1,000,000	907,598			907,598	(92,402)	31/03/2026	31/03/2026	31/03/2026		10/07/25 44 schemes completed, 39 schemes approved and 17 pending. Expecting to spend £1m by year end. Require further grant to be drawn down for budget increase. 13/01/26 58 schemes completed as at the end of Q3, with 33 approved awaiting completion and a further 19 schemes under consideration. Expecting to spend approx. £315K by year end. 31/03/26 ended the year with 79 schemes and 15 pending.
TF6012	Discretionary DFG	500,000	0	500,000	314,669			314,669	(185,331)	31/03/2026	31/03/2026	31/03/2026		10/07/25 7 schemes completed, 6 approved and 5 pending. On this basis, expecting to spend £500k by year end. Require further grant to be drawn down for budget increase. 13/01/26 10 schemes completed as at the end of Q3, with a 7 approved awaiting completion and a further 5 schemes under consideration. Expecting to spend approx. £315K by year end. 31/03/26 ended the year completing 9 schemes with 4 pending.
TF6807	Warm Homes on Prescription	70,000	0	70,000	32,099			32,099	(37,901)	31/03/2026	31/03/2026	31/03/2026		10/07/25 Spring and summer are quiet periods due to the weather. Completed 5 WHOP heating installations, with a further 6 are nearing completion. 2 further jobs planned to date. Will review budget in quarter 2. 13/01/26 2 jobs complete in Q3, new surveyor now in post and applications currently being reviewed. 31/03/26 11 grants paid out during 25/26. Grant due in 26/27, so no requirement for budget roll forward.
HOUSING TOTAL		1,570,000	0	1,570,000	1,254,366			1,254,366	(315,634)					
TA3061	Beacon - LED Lights	47,591	0	47,591	47,591			47,591	0	31/08/2025	31/08/2025	31/08/2025		10/07/25 Job is ongoing nearing completion, waiting for bespoke lights fittings as these are to order. Expected completion end of August. 13.10.25 scheme complete, remaining budget not required.
TA3286	Information Technology Investment	850,673	0	850,673	434,962			434,962	(415,711)	31/03/2026	30/09/2026	30/09/2026	409,993	13/10/25 website upgrade in progress and will be complete in 2026/27. Finance System upgrade to be complete during 2026/27. Along with replacement laptops and backup software. 13/01/26 second phase of the website will start in April. 31/03/26 the additional budget in Q3 for SAN and tape libraries has not been spent due to delays with the manufacturer.
TC2007	Clipstone Holding Centre Purchase & Works	158,447	0	158,447	66,809			66,809	(91,639)	31/03/2027	31/07/2027	31/07/2027	91,639	10/07/25 out to tender end of July, expected start on site in November, so budget to be reprofiled. Need to make arrangements for some unexpected site clearance. 13/10/25 Project has been out to tender, the process is due to be complete by 20 Oct at which point further information can be provided. 13/01/26 Tender evaluation was complete and in the process of being awarded but following challenge which was upheld, reevaluating tender, due to be resolved by end Feb, this isn't expected to affect the final completion date. 31/03/26 procurement of works to be revisited.
TC3128	Butter Market Upper Floor	0	10,000	10,000	3,250			3,250	(6,750)	30/09/2025	30/09/2025	30/09/2025	6,750	31/03/26 new scheme approved via PHD 19 Feb budget profile £10k 25/26, £58k 26/27.
TC3135	Works to Buttermarket	49,850	0	49,850	49,850			49,850	0	30/09/2025	30/09/2025	30/09/2025	0	11/07/25 Works are complete, awaiting final invoices. 13/10/25 final invoices received and remaining budget not required.
TC3156	Jubilee Bridge Works	28,563	0	28,563	(0)			(0)	(28,563)	31/10/2025	31/10/2025	31/10/2025	0	10/07/2025 In negotiations with contractor, issues with H&S and Canal & Rivers trust, due to be completed Autumn 2025. 13.10.25 2 week programme due to start on site mid October - weather permitting. 13/01/26 works are now complete. Processing final invoices in January 26. 31/03/26 scheme complete, costs moved to revenue as not capital expenditure.

Project	Capital Description	Current Approved Budget	Future proposed Variations	Revised Budget including Variations for Approval	Outturn			Total Projected spend in year	Variance Over/ Under spend	Expected Completion Date	Expected Completion Date	Expected Completion Date	Slippage required	Comments
TC3160	14 Market Place	353,706	0	353,706	338,589			338,589	(15,117)	23/12/2025	23/12/2025	23/12/2025		10/07/25 works started on site w/c 7 July 2025. Programme amended, potential for £20k budget remaining, will review towards the end of the project. 07/10/25 Expected to be completed December 2025 12/01/26 project now expected to be complete by early March, issues with utilities. The residential unit is on the market and the commercial unit has received some interest. Remaining budget not required.
STRATEGY, PERFORMANCE AND FINANCE TOTAL		1,488,830	10,000	1,498,830	941,051			941,051	(557,780)					
TE3251	Rural England Prosperity Fund	255,736	0	255,736	255,735			255,735	(1)	31/03/2026	31/03/2026	31/03/2026	0	13/10/25 has been fully committed, following report to Cabinet.
TE3268	Southern Link Road Contribution	682,417	0	682,417	642,041			642,041	(40,376)	31/03/2026	31/03/2026	31/03/2027	40,376	10/07/2025 Road expected to be complete by September 2026, reprofiled remaining grant into 2025/26, but updated to profile of final contribution as per cashflow dated July 2026. £1.2m in 26/27. 13/01/26 Road due to open in Summer 2026, final claims will be made in 26/27.
TC2010	Ollerton Property Acquisition	689,100	0	689,100	689,100			689,100	0		31/01/2026	31/01/2026	0	13/01/26 expected the purchase to be complete by the of Jan 26
TC2011	Ollerton Regeneration	794,146	0	794,146	539,224			539,224	(254,922)	31/07/2028	31/03/2028	31/03/2028	254,922	13/10/25 planning application due to be submitted in November 25, budget available for planning fee and legal fees. 13/01/26 planning application due to go to committee in May 26, RIBA 4 works ongoing. 31/03/26 63% spend on RIBA 4 to end of March, and £200k allocation for direct awards, incl Legal not all of which has been required at this stage.
TT1000	Towns Fund - 32 Stodman Street Regeneration	6,273,789	0	6,273,789	5,345,808			5,345,808	(927,981)	30/04/2026	31/08/2026	31/08/2026	927,981	10/07/25 Works progressing well following delays experienced in Feb/Mar 25 regarding electric cables, expected to be complete April 2026. 13/10/25 reprofile £1.5m to 26/27, conversations with contractor continue regarding expected completion as a result of complexities on site. Order raised is for the life of the contract, therefore forecast expenditure includes moving an element of this to the new year. 13/01/26 build phase is proceeding at pace, with the remainder of the planning conditions submitted for discharge. Two tenants have been secured for the commercial units.
SUSTAINABLE DEVELOPMENT AND REGENERATION		8,695,188	0	8,695,188	7,471,908			7,471,908	(1,223,280)					
GENERAL FUND SUB TOTAL		18,105,628	42,763	18,148,391	14,837,019	0	0	14,837,019	(3,311,372)				2,717,830	
TG1003	Housing Regeneration Loan Facility	18,786,500	0	18,786,500	9,601,533			9,601,533	(9,184,967)	31/03/2026	31/03/2026	31/03/2026	9,184,967	10/07/25 x3 projects ongoing at present expected to need full budget 31/03/26 cash flow requirements resulted in less drawdown than expected.
GENERAL FUND LOAN		18,786,500	0	18,786,500	9,601,533	0	0	9,601,533	(9,184,967)					
GRAND TOTAL		36,892,128	42,763	36,934,891	24,438,552	0	0	24,438,552	(12,496,339)				11,902,797	

Project	Capital Description	Project Manager	Current Revised Budget	Future proposed Variations	Revised Budget including Variations for Approval	Outturn	Total Projected spend in year	Variance Over/Under Budget	Original Expected Completion Date	Revised Completion Date	Revised Completion Date	Slippage required	Comments - Spend to date
PROPERTY INVESTMENT PROGRAMME													
S91100	ROOF REPLACEMENTS	M Clarke/A Tutty	1,789,400	0	1,789,400	1,276,670	1,276,670	(512,730)	31/03/2026	31/03/2026	31/03/2026		08/07/25 On target with planned jobs, 50 Jobs completed in QTR 1, expecting to complete another 15 properties this week. Projects expected to start on at Bleasby in July/August. 09/10/25 Progress is currently slower than usual due to bat surveys being required for each property. However, the budget is expected to remain sufficient at this time. 08/01/26 Jobs planned until end of FY budget is sufficient to cover all planned works. 25/05/26 Roofing works were slowed during the winter months due to adverse weather conditions. Additionally, vacancies within the Investment team resulted in reduced capacity.
S711	ROOF REPLACEMENTS		1,789,400	0	1,789,400	1,276,670	1,276,670	(512,730)					
S91218	Kitchen & Bathrooms	A Tutty	2,621,540	0	2,621,540	2,580,135	2,580,135	(41,405)	31/03/2026	31/03/2026	31/03/2026		09/07/25 Currently completing 5 kitchens & 1 bathroom per week. Budget to be reviewed at Q2. 10/10/25 Works currently still on track, completing five kitchens and one bathroom per week. A major project at Stephen Road has been finalized with a total spend of £30,000. Budget to be reviewed in Q3. 08/01/26 Additional £40k added to budget to enable us to continue with current rate of planned jobs. 25/05/26 The kitchen and bathroom programme was completed at a rate of five kitchens and one bathroom per week, with additional budget allocated in Q3 to cover the increased scope of works.
S712	KITCHEN & BATHROOM CONVERSIONS		2,621,540	0	2,621,540	2,580,135	2,580,135	(41,405)					
S91300	EXTERNAL FABRIC	M Clarke/A Tutty	378,000	120,000	498,000	400,383	400,383	(97,617)	31/12/2025	31/12/2025	31/03/2026		08/07/25 Planned jobs at Southwell, currently expecting to complete all works by end of Q3. 09/10/25 Planned jobs at Southwell ongoing, still expected to be complete by the end of Q3. 08/01/25 Works ongoing at Southwell still ongoing, expect works to slow down due to current weather, budget expected to be sufficient to end of FY. 25/05/26 External works were slowed during the winter months due to adverse weather conditions. Additionally, vacancies within the Investment team resulted in reduced capacity.
S713	EXTERNAL FABRIC		378,000	120,000	498,000	400,383	400,383	(97,617)					
S91412	Doors & Windows Works	R Ward	307,470	0	307,470	57,765	57,765	(249,705)	31/03/2026	31/03/2026	31/03/2026	94,600	08/07/25 Works now picking up, slow start due to issues with asbestos surveys due to contract change, now have nationwide in place to cover all works. 09/10/25 Contractor now in place, asbestos surveys still ongoing. Large project at Rookwood close planned at a cost of approx £130k to begin imminently. 15/01/26 Costs for the Rookwood Close project have now been received. All works are scheduled for completion before the end of the financial year, and the existing budget is sufficient to cover the planned activities. 27/05/26 Project at Rookwood close not complete before end of FY, proposed to carry forward budget to 26/27 to continue works.
S714	DOORS & WINDOWS		307,470	0	307,470	57,765	57,765	(249,705)					
S91500	OTHER STRUCTURAL	R Ward	307,900	0	307,900	165,369	165,369	(142,531)	31/03/2026	31/03/2026	31/03/2026		08/07/25 All jobs carried over from 24/25 now complete. 15 structural jobs to plan in for 25/26. Review forecast once all jobs are fully costed. 09/10/25 12 structural jobs on going, expecting to cost £150k. Current planned works expected to be fulfilled within budget. 15/01/26 A major structural job at Southwell is scheduled for completion before the end of the financial year, and the budget is sufficient to cover the planned works. 27/05/26 Low number of structural works required during 25/26 resulting in an underspend.
S715	OTHER STRUCTURAL		307,900	0	307,900	165,369	165,369	(142,531)					
S93115	Rewires	V Parr	685,220	(18,000)	667,220	442,227	442,227	(224,993)	31/03/2026	31/03/2026	31/03/2026		08/07/25 Contractor now in place, works started first week of June, 10 properties now complete in 25/26 awaiting invoices. Not expected to fully spend budget due to now spend in first quarter of the FY. 07/10/25 Currently completing approximately four rewiring jobs per week, with plans to increase output to six per week. Discussions are ongoing with the contractor regarding resource availability. 08/01/26 Current output is 4/5 per week increasing to 6 per week from wc 12th Jan. Work is also dependent on access to property being granted. 27/05/26 Underspend due to delay in contract starting at the start of the FY, also a quiet period for rewires over the winter months due to property access.
S731	ELECTRICAL		685,220	(18,000)	667,220	442,227	442,227	(224,993)					
S93300	Passenger Lifts	V Parr	81,550	18,000	99,550	108,070	108,070	8,520	31/03/2026	31/03/2026	31/03/2026		08/07/25 3 lift doors to be replaced at a cost of £5k per door approx. Further works to be identified. 07/07/25 Lift refurbishment is required at Dorwood Court, with an estimated cost of £33,000, which is expected to be covered within the current budget. 08/01/26 Vale view block 2 lift to be replaced in January at a cost of £45k, additional £28k required to cover. 27/05/26 Vale view block 2 lift replacement complete however final cost was higher than expected.
S733	PASSENGER LIFTS		81,550	18,000	99,550	108,070	108,070	8,520					

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S93500	HEATING	C Linacre	1,200,000	0	1,200,000	1,241,414	1,241,414	41,414	31/03/2026	31/03/2026	31/03/2026		16/07/25 Currently spending £40k per month on installs. 80 installs currently in progress with contractor, another 90 installs planned for Qtr2. 08/10/25 A total of 52 planned installations are expected to be completed over the next quarter. The current budget is considered sufficient to cover both scheduled works and reactive maintenance throughout the winter period. 08/01/26 Majority of planned installs complete, now looking at reactive works coming in through the winter period. Expect an additional £200k to cover the end of FY. 27/05/26 Higher than anticipated reactive works completed over the winter period.
S735	HEATING		1,200,000	0	1,200,000	1,241,414	1,241,414	41,414					
S93622	PV Invertors	V Parr	22,338	0	22,338	23,538	23,538	1,200	31/03/2026	31/03/2026	31/03/2026		08/07/25 Currently expecting to complete 30 jobs at £900 per unit, further works to be identified. 09/10/25 30 Planned jobs ongoing, current budget expected to be sufficient. 14/01/26 No current jobs outstanding for this FY
S93626	Decarbonisation	M Shearman	0	146,583	146,583	146,583	146,583	(0)	31/03/2026	31/03/2026	31/03/2026		15/07/25 Contractor not yet identified, once procurement process is complete, anticipating works starting Autumn 2025. 09/10/25 No permanent surveyor currently in place, conversations taking place to decide how to move forward. 27/05/26 Surveyor in place for Q3 therefore allowing for some works to take place.
S93628	EPC	M Shearman	303,596	(146,583)	157,013	106,151	106,151	(50,862)	31/03/2026	31/03/2026	31/03/2026		15/07/25 5 year plan for improving EPC's on our properties. Contractor not appointed as yet to carry out surveys/works, expected to be Autumn 2025. 09/10/25 Surveys completed to identify properties to be worked on. Workstream now in place to appoint contractor to carry out works. 01/13/01/26 New surveyor now in place to manage works, contract also procured and works due to commence within the next month. Anticipated spend to the end of FY is £200k, unused budget to be reallocated elsewhere. 27/05/26 A surveyor was in place for the final quarter of the year, enabling some works to progress, however, the full budget was not utilised.
S736	ENERGY EFFICIENCY		325,934	0	325,934	276,271	276,271	(49,663)					
S95100	GARAGE FORECOURTS	M Clarke	53,550	0	53,550	0	0	(53,550)	31/03/2026	31/03/2026	31/03/2026		08/07/25 Planning works at Wolff Avenue currently expected to be £15k, further works to be identified. 09/10/25 Paving at York Drive to be resurfaced, budget to be utilised for this work. 13/01/26 Awaiting costs for project on York Drive, expecting to complete before end of FY. 27/05/26 Vacancies within the team reduced capacity to deliver projects
S751	GARAGE FORECOURTS		53,550	0	53,550	0	0	(53,550)					
S95200	ESTATE IMPROVEMENTS	Chris Bex	94,080	0	94,080	(0)	(0)	(94,080)	31/03/2026	31/03/2026	31/03/2026		15/07/25 Some small jobs completed in Q1, further works to be identified. 09/10/25 No spend is planned at present; works are to be identified. 15/01/26 At present, no works are scheduled due to staffing vacancies within the asset team 27/05/26 Vacancies within the team reduced capacity to deliver projects, resulting in some of the budget being redirected elsewhere.
S95250	Communal Lighting	V Parr	24,000	0	24,000	0	0	(24,000)	31/03/2026	31/03/2026	31/03/2026		08/07/25 PV Street light to be completed at 3 locations also 30 pv lights to be replaced at Broadleaves expected to be within budget. 07/10/25 Pending receipt of cost estimates for the projects identified in Q1. 08/01/26 PV street light project not yet completed just to staffing issues, possible may roll into 2026/27
S95252	Flood Defence Systems		17,910	0	17,910	0	0	(17,910)	31/03/2026	31/03/2026	31/03/2026	0	09/10/25 These works are typically identified during the autumn and winter months
S95254	Car Parking Schemes		113,270	0	113,270	90,249	90,249	(23,021)	31/03/2026	31/03/2026	31/03/2026		15/07/25 Some small jobs completed in Q1. Project on Holly Rise car parking due to start which is expected to cost £60k. 07/10/25 Holly Rise Car Park plans drawn up & designs currently being reviewed with residents. Planning application & procurement exercise to take place before works start expected to be Feb/March before on site. Fencing project at Newbury Close, Edwinstowe also expected to start shortly expected to cost £58k. 08/01/26 Works scheduled to start in the next month with completion due before the end of FY. 27/05/26 Works at Holly Rise have been completed, with final costs slightly below budget.
S95292	Communal Areas	J Davidson	11,770	0	11,770	0	0	(11,770)	31/03/2026	31/03/2026	31/03/2026		15/07/25 No spend currently planned, currently looking at potential projects. 09/10/25 There is currently no surveyor currently. To assess potential projects in the coming quarter.
S95309	Allenby Road Conversion	J Whitney	140,000	0	140,000	5,400	5,400	(134,600)	31/03/2026	31/03/2026	31/03/2026	134,600	09/07/25 Designs are now done & build cost estimate £125k. Procurement exercise due to start in September, expecting works to be completed within 12 weeks once on site. 08/10/25 The tender process has been completed, and the contract award is pending authorisation. Site mobilisation is expected within six weeks, with works scheduled for completion within twelve weeks from the start date. 07/01/26 - contract award delayed and conversations ongoing re rehousing of current tenants whilst works are taking place. 25/25/26 Proposed to carry forward budget to 26/27 due to works not completed during 25/26.

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S95400	Void Works	J Heppenstall	1,123,559	0	1,123,559	1,854,080	1,854,080	730,521	31/03/2026	31/03/2026	31/03/2026		15/07/25 12 Void properties currently undergoing works. Budget currently sufficient for Capital voids. Review in Q2. 08/10/25 27 properties currently outstanding, 14 of which we are awaiting a cost schedule for. 13/01/26 Void works progressing at pace, expecting to have the outstanding properties completed before the end of the FY. 27/05/26 The overspend is partly due to budgets previously being set too low for actual demand, combined with a backlog of 58 void properties needing major work. Longer void periods increased the level of work required and costs per property. While the backlog is a one-off issue, steps have been taken to stabilise delivery and improve forecasting, with the 2026/27 budget adjusted to £1.2m to better reflect expected demand.
S95401	Void Works Back log	J Heppenstall	696,000	0	696,000	1,669,507	1,669,507	973,507	31/12/2025	31/12/2025	31/03/2026		15/07/25 New budget line created to provide budget for back log of voids property works. PO raised & contractor in place, works due to start imminently. 09/10/25 Works started on 58 back log voids, average cost currently £12k per void. 13/01/26 Void works progressing at pace, expecting to have the outstanding properties completed before the end of the FY. 27/05/26 The overspend is partly due to budgets previously being set too low for actual demand, combined with a backlog of 58 void properties needing major work. Longer void periods increased the level of work required and costs per property. While the backlog is a one-off issue, steps have been taken to stabilise delivery and improve forecasting, with the 2026/27 budget adjusted to £1.2m to better reflect expected demand.
S95402	External Works	M Clarke	50,000	0	50,000	0	0	(50,000)	31/03/2026	31/03/2026	31/03/2026		15/07/25 New budget line created to provide budget for fencing/other external works completed. Expecting some small jobs to be completed in Q2. 09/10/25 Currently awaiting referrals from the Repairs team for pending jobs. 13/01/26 Some small jobs completed, expecting a larger value fencing job to be completed before the end of the FY. 27/05/26 Vacancies within the team reduced capacity to deliver projects.
S752	ENVIRONMENTAL WORKS		2,270,589	0	2,270,589	3,619,236	3,619,236	1,348,647					
S97115	ASBESTOS SURVEYS	Dean McNulty	112,800	0	112,800	84,588	84,588	(28,212)	31/03/2026	31/03/2026	31/03/2026		08/07/25 Back log of surveys currently, contractor is expecting to complete 300 surveys in July in an attempt to clear back log. Expecting to need additional funds in this budget for 25/26, will have a better idea at the end of Q2. 08/10/25 Surveys on communal blocks have now been completed, with costs aligning with expectations. 0 A forecast will be developed for the next six months of the financial year to provide greater clarity on anticipated expenditure and any potential need for additional budget. 08/01/26 Budget sufficient to complete programme of planned surveys upto FY. 27/05/26 Slower end to the financial year with a lower amount of surveys carried out resulting in a small underspend.
S97116	ASBESTOS REMOVALS	Dean McNulty	60,000	0	60,000	27,289	27,289	(32,712)	31/03/2026	31/03/2026	31/03/2026	32,712	08/07/25 Expecting an increase in works from the back log of surveys currently being carried out. Expecting to need additional funds in this budget for 25/26, will have a better idea at the end of Q2. 08/10/25 Awaiting costs on removal works required as a result of completed surveys in Q2. 08/01/26 An additional removal job now planned in Harby which is an entire roof space contaminated with asbestos, expected cost around £10k for removal. Expected to need an additional £20k in the budget for this FY. 25/05/26 Removal works at Harby delayed due to the tenant needed to be decanted whilst the works are carried out, proposed to carry forward budget to 26/27 to cover continuing works.
S771	ASBESTOS		172,800	0	172,800	111,877	111,877	(60,923)					
S97200	FIRE SAFETY	T Wiles	150,680	0	150,680	67,006	67,006	(83,674)	31/03/2026	31/03/2026	31/03/2026		
S97218	Enhanced Fire Risk Assessments	T Wiles	290,629	0	290,629	222,640	222,640	(67,989)	31/03/2026	31/03/2026	31/03/2026		16/07/25 Fire/Compartmentalisation surveys now being carried out, 15-20 surveys planned at a cost of £1000-1500 per survey. Review again in Q2. 07/10/25 Surveys are currently being conducted at a cost of £450-£600 each, with 19 surveys still outstanding. Remedial works are estimated at £10,000-£15,000 per survey, resulting in a projected requirement of approximately £150,000 to complete all necessary remedial actions. 14/01/26 Work ongoing, remaining budget expected to spent fully by FY. 25/25/26 Projected project spend was £150k for the full financial year resulting in a slight underspend.
S97221	Fire Doors Various Locations	T Wiles	645,600	0	645,600	531,011	531,011	(114,589)	31/03/2026	31/03/2026	31/03/2026		15/07/25 100 Fire doors planned to be replaced in 25/26, need to review spend/budget in Q2. 07/10/25 The fire door replacement programme is ongoing, initial assessments suggest fewer doors may need replacing than originally anticipated, which could result in an underspend. 14/01/26 Fire door replacement programme is underway, in addition new surveys are being carried out which could result in additional remedial works. 25/25/26 Remedial works were less than anticipated at Qtr 3 resulting in a lower spend during the final quarter.
S772	FIRE SAFETY		1,086,909	0	1,086,909	820,657	820,657	(266,252)					
S97400	DISABLED ADAPTATIONS	L Powell	17,190	0	17,190	0	0	(17,190)					09/07/25 No spend planned currently, works to be identified.

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S97416	Major Adaptations	L Powell	800,000	0	800,000	780,586	780,586	(19,414)	31/03/2026	31/03/2026	31/03/2026		09/07/25 92 major adaptations received in Qtr1 of which 85 jobs were completed. Currently expecting to spend £80k per period. 07/10/25 A total of 99 major adaptations were received in Q2, with 76 completed to date. The programme is currently on track to fully utilise the allocated budget by the end of the financial year. 08/01/26 85 Major adaptations were received in Qtr 3, with 72 being completed within the quarter. It is anticipated that the budget will be fully committed by the end of the FY. 25/05/26 70 Major adaptations were received & completed in Qtr 4 taking the full year total to 350.
S97417	Minor Adaptations	L Powell	70,000	(10,000)	60,000	48,988	48,988	(11,012)	31/03/2026	31/03/2026	31/03/2026		09/07/25 88 minor adaptations received in Qtr1 of which 80 jobs were completed. Currently expecting to spend £3k per period. 08/10/2025 A total of 112 minor adaptations were received in Q2, with 103 completed. Recent job requests have been lower in cost than anticipated, resulting in reduced spending compared to initial expectations. 08/01/26 98 minor adaptations were received in Qtr 3, with 75 being completed within the quarter. We expect to fully commit the total budget before the end of FY. 25/07/26 87 minor adaptations were received & completed in Qtr 4 taking the full year total to 386.
S97418	Adaptation Stair Lift/Ho	L Powell	70,000	10,000	80,000	77,681	77,681	(2,319)	31/03/2026	31/03/2026	31/03/2026		09/07/25 3 jobs planned in for next Qtr with an approx cost of £10k 07/10/25 The budget is currently fully committed. As the work is carried out on an ad hoc basis, any additional tasks may require further budget allocation. 08/01/26 No further job requests have been submitted at this time.
S774	DISABLED ADAPTATIONS		957,190	0	957,190	907,255	907,255	(49,935)					
S97500	LEGIONELLA	Norman Emery	80,000	0	80,000	(0)	(0)	(80,000)	31/03/2026	31/03/2026	31/03/2026		10/07/25 Currently exploring more cost effective way to complete risk assessments therefore currently on hold. Remedial works ongoing, currently have £20k committed to be spent in Qtr 2. Budget expected to be sufficient to complete works at the moment. 09/10/25 Legionella risk assessments now being carried out by Phoenix as part of the Heating contract, however this is for a trial period and will be reviewed in Q3. 14/01/26 Remedial works now picking up due to the risk assessments being carried out, currently only small jobs coming through therefore budget expected to be sufficient to the end of the FY. 27/05/26 No remedial works were undertaken within the scope of the capital programme.
S775	LEGIONELLA		80,000	0	80,000	(0)	(0)	(80,000)					
S98100	BUILDING SAFETY		0	0	0	0	0	0	31/03/2026	31/03/2026	31/03/2026		15/07/25 No spend currently planned, currently looking at potential projects.
S98101	Fire Alarm Systems		28,343	0	28,343	16,680	16,680	(11,663)					15/07/25 One job completed at Manvers View, further works to be identified. 09/10/25 Actuals to be moved to Revenue in P7, works identified not Capital expenditure. 14/01/26 Some small jobs now in progress, purchase order raised & expected to cover costs in full.
S98103	Structural Surveys - Elevated Walkways		150,000	(120,000)	30,000	0	0	(30,000)	31/03/2026	31/03/2026	31/03/2026		08/07/25 Planned works at Grange Road, waiting for rewires to be complete before surveys completed and costs are known, potentially a large scale job. 09/10/25 Planned job at Grange Road awaiting Western Power to complete external rewires before we can proceed with works. 14/01/26 Awaiting 3rd party contractor to begin works before we can carry out our planned works on the walkways. 27/05/26 Works at Grange Road remain incomplete due to delays in Western Power completing the rewires before we can repair the walkways.
S98108	Door Entry Systems		17,548	0	17,548	0	0	(17,548)					14/01/26 Some small jobs now in progress, purchase order raised & expected to cover costs in full.
S781	BUILDING SAFETY		195,891	(120,000)	75,891	16,680	16,680	(59,211)					
S99102	Housing Capital Fees		683,051	0	683,051	660,462	660,462	(22,590)	31/03/2026	31/03/2026	31/03/2026		08/10/2025 Recharges are anticipated to be lower than forecast due to current vacancies within the investment team. 21/01/26 Investment team recharge recalculated due to increase in agency spend. 27/05/26 Underspend due to vacancies within the investment team.
S791	UNALLOCATED FUNDING		683,051	0	683,051	660,462	660,462	(22,590)					
SUB TOTAL PROPERTY INVESTMENT			13,196,994	0	13,196,994	12,684,472	12,684,472	(512,522)					261,932
AFFORDABLE HOUSING													
SA1031	Site Acquisition (Inc RTB)	C Clarkson/L Anthony	0	0	0	0	0	0	31/03/2026	31/03/2026	31/03/2026		10/07/25 No planned purchases at the moment, will keep under review, reprofile £776k for now. 07/10/25 No planned purchases at the moment, reprofile to 26/27
SA1033	Estate Regeneration	C Clarkson	1,000,000	0	1,000,000	389,808	389,808	(610,192)	31/12/2031	31/12/2031	31/12/2031	610,192	10/07/25 currently working through proposed JCT contract details. 14/01/26 working towards signing of the Development Agreement in order to enter into JCT contracts with developer. 27/05/26 The pre-commencement planning conditions are currently in the process of being discharged. 31/03/26 Development Agreement was expected to be finalised in December 2025, however it requires a parent company guarantee, once finalised final costs for the JCT can be provided.

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SA1047	New Build Contingency	L Anthony	365,152	(37,372)	327,780	0	0	(327,780)	31/03/2026	31/03/2026	31/03/2026	327,780	10/07/25 budget will be redistributed when required
SA1082	Phase 5 Cluster 2	L Anthony	160,245	0	160,245	160,245	160,245	(0)	27/06/2025	30/06/2025	30/06/2025	0	10/07/25 Phase now completed, retention left to pay which will be paid this FY.
SA1084	Phase 5 Cluster 4	L Anthony	408,143	12,432	420,575	420,575	420,575	(0)	30/09/2025	31/10/2025	31/10/2025	0	10/07/25 Still on site, expected to be completed by end of September. 07/10/25 Expected to be complete in the next 2 weeks. Will move money in from other clusters to cover overspend. 15/01/26 Phase now complete, retention left to pay.
SA1090	Phase 6	L Anthony	54,718	0	54,718	0	0	(54,718)	31/03/2027	31/03/2027	31/03/2027	54,718	10/07/25 reprofile budget to 26/27 for the Rainworth site
SA1091	Phase 6 Cluster 1	L Anthony	6,000	13,655	19,655	19,655	19,655	(0)	02/04/2025	02/04/2025	02/04/2025	0	10/07/25 Site now complete, retention left to pay 26/27 07/10/25 GRN to be done retention left to pay 26/27, any remaining budget can be moved to contingency once retention cost is confirmed. 15/01/26 Phase now complete, retention left to pay.
SA1092	Phase 6 Cluster 2 - S106 Purchase	L Anthony	0	0	0	0	0	0	31/03/2027	31/03/2027	31/03/2027	0	10/07/25 Purchase of S106 properties awaiting agreement from Legal, expected to be completed the FY 15/01/26 Portfolio holder decision approved in December, purchase now to proceed. It's anticipated that the purchase will be completed before the end of this FY. 27/05/26 Awaiting expected transfer date from Legal.
SA1093	Phase 6 Cluster 3 - Church Circle	L Anthony	103,400	0	103,400	41,535	41,535	(61,865)	31/03/2027	31/03/2027	31/03/2027	61,865	10/07/25 Procurement is now complete, contract award pending, expected to start on site this FY. 07/10/25 Start onsite expected January 2026, reprofile £500k budget to 26/27 15/01/26 Works expected to commence before end of FY. 27/05/26 Works started on site in May, expected to be completed within the final quarter of 26/27.
SA1094	Phase 6 Cluster 4 - Bowbridge Road	L Anthony	100,000	11,285	111,285	111,285	111,285	(0)	31/03/2027	31/03/2027	31/03/2027	0	10/07/25 Procurement is now complete, contract award pending, expected to start on site this FY. 07/10/25 Start onsite expected end of January 2026, reprofile £500k budget to 26/27 15/01/26 Works expected to commence before end of FY. 27/05/26 Works commenced on site in March and expected to complete within the final quarter of 25/27.
SA1095	Phase 6 Cluster 5 - Lowfield Lane	L Anthony	128,450	0	128,450	124,872	124,872	(3,578)	31/03/2027	31/03/2027	31/03/2027	3,578	10/07/25 Procurement is now complete, contract award pending, expected to start on site this FY. 07/10/25 Start onsite expected end of December 2025, reprofile £500k budget to 26/27 15/01/26 Works expected to commence before end of FY. 27/05/26 Works started on site in April and expected to complete within the first quarter of 26/27.
SC2000	Careline Analogue to Digital	Ian Jackson	98,573	0	98,573	98,400	98,400	(173)	31/12/2025	30/09/2025	30/09/2025	0	08/07/25 £98k slippage from 24/25 now fully spent 09/10/25 Project now complete, no further spend expected.
SC2002	New Housing Management System	K McIntosh	193,045	0	193,045	178,838	178,838	(14,207)	31/12/2025	30/06/2026	30/06/2026	14,207	11/07/25 Staff recharge costs & overtime for Q1 Awaiting costs for meritec and additional costs from NEC, expected to complete end of December. 07/10/25 Project to now include the shut down of Capita therefore pushing back the completion date also some delay to basic project work. Additional resource also required for this. Awaiting costs from suppliers for additional functions within system relating to the introduction of Awaab's law. Profile £200k to 26/27 for revised project plan. 13/01/26 Current PO raised is going to be utilised upto the end of FY, currently budget only required for staff recharges which are to be calculated & moved in before year end. £15k reprofiled to 26/27. 27/05/26 Slight underspend on 25.26 due to delay on agreed works and contract being finalised, reprofiled to 26/27
SC2003	HRA Vehicle Replacement Programme	A Kirk	1,052,247	0	1,052,247	0	0	(1,052,247)		31/03/2026	31/03/2026	1,052,247	13/10/25 Vehicle replacment previously sat in GF budget and paid by HRA via recharges, replacement budget reallocated for more efficient budgeting. Still managed by Environmental Services via the Nottinghamshire consortium and replacement programme due within the current year. 13/01/25 replacement of 36 vehicles. The chassis have been ordered and prices have now been received for the body, increase in budget is required as the prices have come back higher than expected and following the new contract. 27/05/26 Lead in time for Vehicle delivery longer than anticipated, project due to be completed in 26.27 FY
SUB TOTAL AFFORDABLE HOUSING			3,669,973	0	3,669,973	1,545,213	1,545,213	(2,124,760)				2,124,587	
TOTAL HOUSING REVENUE ACCOUNT			16,866,967	0	16,866,967	14,229,686	14,229,686	(2,637,281)				2,386,499	

General Fund Reserves

Appendix G

Description	Balance as at 31st March	Budgeted Movement	Balance as at 1st April	Transfer from	Transfer to	Revised Balance	Commitments	Remaining Balance
MTFP Reserve	(9,011,918.02)	87,369.00	(8,924,549.02)	0.00	0.00	(8,924,549.02)	5,424,230.00	(3,500,319.02)
Collection Fund Budget	(0.00)	0.00	(0.00)	0.00	0.00	(0.00)	0.00	(0.00)
Budget funding reserve	(9,011,918.02)	87,369.00	(8,924,549.02)	0.00	0.00	(8,924,549.02)	5,424,230.00	(3,500,319.02)
Election Expenses Fund	(155,947.07)	0.00	(155,947.07)	25,000.00	(38,865.79)	(169,812.86)	(93,800.00)	(263,612.86)
Insurance & Risk Management Fund	(124,089.35)	0.00	(124,089.35)	0.00	0.00	(124,089.35)	0.00	(124,089.35)
ICT & Digital Services	(268,901.06)	0.00	(268,901.06)	100,000.00	(87,386.00)	(256,287.06)	145,962.06	(110,325.00)
Repairs And Renewals Fund	(2,386,807.77)	0.00	(2,386,807.77)	1,708,981.39	(691,960.00)	(1,369,786.38)	1,242,613.43	(127,172.95)
Domestic Homicide Review	(60,820.00)	(1,320.00)	(62,140.00)	63,460.00	(1,320.00)	0.00	0.00	0.00
Training Provision	(393,325.46)	0.00	(393,325.46)	332,271.00	(275,000.00)	(336,054.46)	336,054.46	0.00
Planning Costs Fund	(191,264.94)	0.00	(191,264.94)	0.00	0.00	(191,264.94)	51,324.94	(139,940.00)
CSG/Enforcement Reserve	(105,199.25)	0.00	(105,199.25)	99,311.28	0.00	(5,887.97)	0.00	(5,887.97)
Management Carry Forwards	(965,045.83)	0.00	(965,045.83)	888,915.35	(998,074.94)	(1,074,205.42)	1,074,205.42	0.00
Flood Defence Reserve	(220,000.00)	0.00	(220,000.00)	120,000.00	0.00	(100,000.00)	100,000.00	0.00
Community Initiative Fund	(100,888.18)	0.00	(100,888.18)	100,888.18	0.00	0.00	0.00	0.00
Capital Project Feasibility Fund	(277,719.00)	50,000.00	(227,719.00)	113,496.00	0.00	(114,223.00)	114,223.00	0.00
Theatre Centenary Legacy	(18,695.51)	0.00	(18,695.51)	2,250.00	(4,640.91)	(21,086.42)	0.00	(21,086.42)
Commercial Plan Invest to Save	(200,000.00)	0.00	(200,000.00)	200,000.00	(14,360.00)	(14,360.00)	0.00	(14,360.00)
Local Government Reorganisation	0.00	(180,000.00)	(180,000.00)	0.00	(753,751.00)	(933,751.00)	159,770.53	(773,980.47)
Capital Financing Provision	(3,292,416.36)	0.00	(3,292,416.36)	884,235.00	(1,436,000.00)	(3,844,181.36)	2,842,021.00	(1,002,160.36)
Earmarked for Known Pressure	(8,761,119.78)	(131,320.00)	(8,892,439.78)	4,638,808.20	(4,301,358.64)	(8,554,990.22)	5,972,374.84	(2,582,615.38)
Building Control Surplus	(82,542.18)	0.00	(82,542.18)	21,304.18	0.00	(61,238.00)	0.00	(61,238.00)
Museum Purchases Fund	(60,734.10)	0.00	(60,734.10)	25,050.00	(390.00)	(36,074.10)	0.00	(36,074.10)
Community Safety Fund	(134,007.99)	0.00	(134,007.99)	12,912.00	(5,551.21)	(126,647.20)	18,100.00	(108,547.20)
Homelessness Fund	(671,481.98)	(272,350.00)	(943,831.98)	110,500.00	0.00	(833,331.98)	314,000.00	(519,331.98)
Revenue Grants Unapplied	(685,552.48)	0.00	(685,552.48)	402,960.48	(396,623.05)	(679,215.05)	679,215.05	0.00
Residential Food Waste	(260,040.09)	0.00	(260,040.09)	0.00	(1,554,323.07)	(1,814,363.16)	1,041,272.44	(773,090.72)
Emergency Planning/Flooding Reserve	(33,871.19)	0.00	(33,871.19)	22,664.91	(45,000.00)	(56,206.28)	56,206.28	0.00
Community Lottery Fund	(21,222.80)	0.00	(21,222.80)	6,000.00	(2,985.08)	(18,207.88)	0.00	(18,207.88)
Homes for Ukraine Fund	(348,255.84)	0.00	(348,255.84)	348,255.84	0.00	0.00	0.00	0.00
Asylum Seekers Reserve	0.00	0.00	0.00	0.00	(268,993.00)	(268,993.00)	0.00	(268,993.00)
Energy Efficiency East Midlands	(98,555.35)	0.00	(98,555.35)	5,000.00	(5,397.02)	(98,952.37)	7,500.00	(91,452.37)
Mansfield Crematorium	(159,328.17)	0.00	(159,328.17)	0.00	(12,453.43)	(171,781.60)	0.00	(171,781.60)
Ringfenced	(2,555,592.17)	(272,350.00)	(2,827,942.17)	954,647.41	(2,291,715.86)	(4,165,010.62)	2,116,293.77	(2,048,716.85)
Change Management/Capital Fund	(13,786,933.63)	0.00	(13,786,933.63)	2,753,803.58	(2,683,701.84)	(13,716,831.89)	11,531,309.90	(2,185,521.99)
Un-ringfenced	(13,786,933.63)	0.00	(13,786,933.63)	2,753,803.58	(2,683,701.84)	(13,716,831.89)	11,531,309.90	(2,185,521.99)
Gen Fund Bal Bfwd	(1,500,000.00)	0.00	(1,500,000.00)	0.00	0.00	(1,500,000.00)	0.00	(1,500,000.00)
Working Balance	(1,500,000.00)	0.00	(1,500,000.00)	0.00	0.00	(1,500,000.00)	0.00	(1,500,000.00)
	(35,615,563.60)	(316,301.00)	(35,931,864.60)	8,347,259.19	(9,276,776.34)	(36,861,381.75)	25,044,208.51	(11,817,173.24)

HRA Reserves

Appendix H

Description	Balance as at 31st March	Budgeted Movement	Balance as at 1st April	Transfer from	Transfer to	Revised Balance	Commitments	Remaining Balance
HRA Decent Homes Reserve	(1,500,000.00)	0.00	(1,500,000.00)			(1,500,000.00)	0.00	(1,500,000.00)
HRA Unused Efficiency Savings	(1,307,870.26)	250,000.00	(1,057,870.26)	133,790.00	(298,000.00)	(1,222,080.26)	20,000.00	(1,202,080.26)
HRA Service Improvement	(1,860,843.00)	0.00	(1,860,843.00)	17,604.91	0.00	(1,843,238.09)	1,251,412.58	(591,825.51)
HRA Regulatory Compliance / Modernisation	(250,000.00)	0.00	(250,000.00)	210,320.00	0.00	(39,680.00)	2,000.00	(37,680.00)
HRA Health And Safety	(364,299.03)	0.00	(364,299.03)			(364,299.03)	0.00	(364,299.03)
HRA Management Carry Forwards	(233,413.00)	0.00	(233,413.00)	233,413.00	(617,826.49)	(617,826.49)	617,826.49	0.00
HRA Insurance Fund	(50,000.00)	0.00	(50,000.00)			(50,000.00)	0.00	(50,000.00)
HRA Staffing & Pay Reserve	(86,074.40)	0.00	(86,074.40)			(86,074.40)	44,400.00	(41,674.40)
Earmarked for Known Pressure	(5,652,499.69)	250,000.00	(5,402,499.69)	595,127.91	(915,826.49)	(5,723,198.27)	1,935,639.07	(3,787,559.20)
HRA Working Balance	(2,000,000.00)		(2,000,000.00)	0.00	0.00	(2,000,000.00)	0.00	(2,000,000.00)
Un-ringfenced	(2,000,000.00)	0.00	(2,000,000.00)	0.00	0.00	(2,000,000.00)	0.00	(2,000,000.00)
Total HRA Reserves	(7,652,499.69)	250,000.00	(7,402,499.69)	595,127.91	(915,826.49)	(7,723,198.27)	1,935,639.07	(5,787,559.20)



BARNETT
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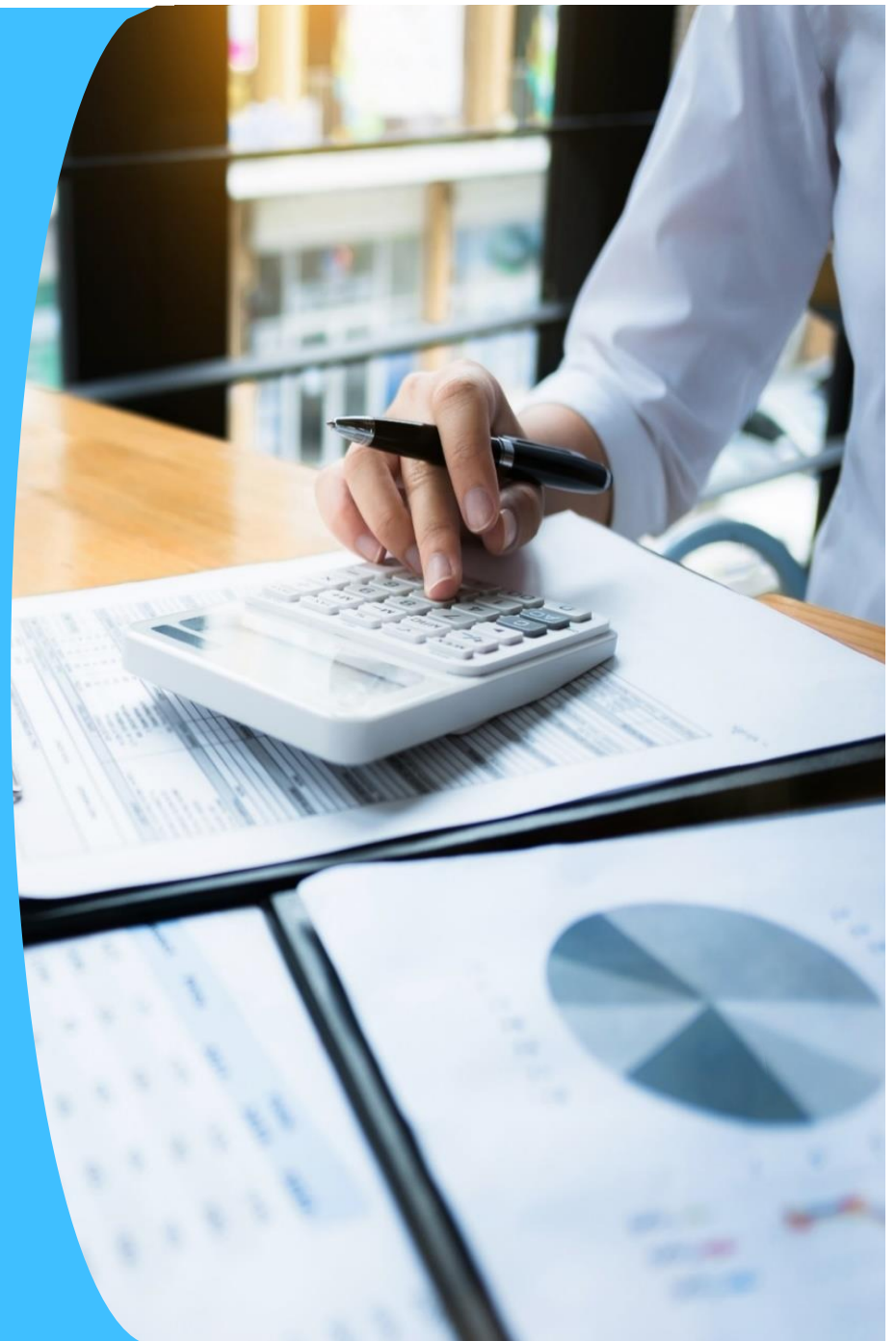
Part of **HOWDEN**

Nottinghamshire County Council Pension Fund

(3) Newark & Sherwood District Council

IAS19 as at 31 March 2026

18 May 2026



Introduction

We have been instructed by Nottinghamshire County Council, the administering authority to the Nottinghamshire County Council Pension Fund (the Fund), to undertake pension expense calculations in respect of pension benefits provided by the Local Government Pension Scheme (the LGPS). These benefits are provided to employees of Newark & Sherwood District Council (the Employer) as at 31 March 2026. We have taken account of current LGPS Regulations, as amended, as at the date of this report.

This report should be read in conjunction with the 31 March 2026 accounting briefing note. The figures contained in this report are in respect of the Employer's pension obligations under the LGPS as at 31 March 2026. IAS19 also requires the disclosure of any other employer provided pension benefits which are not paid from the Fund itself. We have only valued such additional liabilities, which would not be covered in the formal LGPS valuation, to the extent that they have been notified to us and are as disclosed in the data section of this report.

[Please use this link to access the 31 March 2026 accounting briefing note if you have not obtained a copy.](#)

The LGPS is a defined benefit statutory scheme administered in accordance with the Local Government Pension Scheme Regulations 2013 and currently provides benefits based on career average revalued earnings. Full details of the benefits being valued are as set out in the Regulations and summarised on the LGPS website.

This report is addressed to the Fund, and is provided in our capacity as Fund Actuary to the Fund. The report may be shared with the Employer, provided that it is shared in its entirety, but it does not constitute advice to them. The Employer may also share the information contained in this report with their auditor, but BW neither assumes nor owes any duty or responsibility to any third party who relies on that information. Any liability to any third party is expressly disclaimed to the fullest extent permitted by law.

Barnett Waddingham does not provide, and shall not be responsible for, accounting or audit advice. From time to time, we may comment or otherwise give an opinion on any information, documentation, and/or guidance provided to us by or on behalf of the Fund. The Fund shall not rely on any such comment or opinion to make (or refrain from making) any decision or take (or refrain from taking) any action.

This report reflects our understanding of the relevant accounting and audit standards in force at the date of this report. It complies with Technical Actuarial Standard 100: General Actuarial Standards (TAS 100) as issued by the Financial Reporting Council (FRC).

Please note that we have incorporated an asset ceiling into the Employer's balance sheet. Further details of the approach taken are given later in this report.

This report supersedes previous versions of this report and has been updated to reflect the actual whole fund asset information at 31 March 2026, which wasn't available when the previous report was requested.

We would be pleased to answer any questions arising from this report.



Lucy Byrne FIA
Senior Consulting Actuary

Data used

We have used the following items of data which we received from the administering authority and the Employer via the use of MS Forms:

Results of the latest valuation as at	31 March 2025
Results of the previous IAS19 report (v4) as at	31 March 2025
Actual Fund returns to	n/a
Fund asset statement as at	31 March 2026
Fund income and expenditure items to	31 March 2026
Employer income and expenditure items to	31 March 2026
Details of any new unreduced early retirement payments to	31 March 2026
Details of any settlements to/from the Employer for the period to	31 March 2026

The data has been checked for reasonableness, including consistency with previous valuation data where relevant, and the data is within tolerances for the purposes of this report.

Although some estimation of the data to the accounting date may be required, we do not believe it is likely to be significant to the results in this report.

We have not been notified of any significant changes or events since we received the data.

Employer membership statistics

The table below summarises the membership data at 31 March 2025 from the latest valuation for members receiving funded benefits, and as at 31 March 2025 for any members receiving unfunded benefits.

Member data summary	Number	Salaries/Pensions £000s	Average age (salary/pension weighted)
Actives	634	18,982	46
Deferred pensioners	834	2,155	51
Pensioners	831	5,709	73
Unfunded pensioners	77	184	82

Employer payroll

The total pensionable payroll and projected payroll for the Employer is set out below and is based on information provided to us by the administering authority. This has been used to calculate the service cost and projected service cost respectively.

Estimated payroll for the year to 31 March 2026	£21,023,000
Projected payroll for the year to 31 March 2027	£21,759,000

Scheduled contributions

The table below summarises the minimum employer contributions due from the Employer to the Fund over this inter-valuation period. The Employer may pay further amounts at any time. Future contributions may be adjusted on a basis approved by us.

	Primary rate	Secondary rate for period beginning:			Minimum employer contributions due for the period beginning:		
		1 Apr 2026	1 Apr 2027	1 Apr 2028	1 Apr 2026	1 Apr 2027	1 Apr 2028
Total percent of payroll	16.4%	0.0%	0.0%	0.0%	16.4%	16.4%	16.4%
plus monetary amount (£000s)		472	489	507	472	489	507

Funding approach

The Employer currently participates in the Newark & Sherwood District Council pool with other employers in order to share experience of risks they are exposed to in the Fund. At the 2025 valuation, the deficit for the whole pool was calculated and allocated to each employer in proportion to their value of liabilities. The next reallocation will be carried out at the 2028 valuation, should the Employer remain in the pool. Each employer within the pool pays a contribution rate based on the cost of benefits of the combined membership of the pool.

Assets

The return on the Fund (on a bid value to bid value basis) for the year to 31 March 2026 is 12.1%

The Employer's share of the assets of the Fund is approximately 1.93%.

The estimated asset allocation for the Employer at 31 March 2026 and 31 March 2025 is as follows (noting that due to rounding they may not total 100%):

Asset breakdown	31 Mar 2026		31 Mar 2025	
	£000s	%	£000s	%
Public Equities	85,294	54%	72,294	52%
Gilts	12,981	8%	11,580	8%
Other bonds	7,747	5%	8,971	6%
Property	12,790	8%	14,296	10%
Cash/temporary investments	11,383	7%	7,595	5%
Inflation Plus	10,406	7%	9,647	7%
Infrastructure	10,624	7%	10,219	7%
Private Equities	5,359	3%	4,855	3%
Total	156,584	100%	139,457	100%

The table below sets out the percentages of the Fund's assets held in each asset class at 31 March 2026 (split by those that have a quoted market price in an active market, and those that do not).

Asset breakdown		31 March 2026	
		% Quoted	% Unquoted
Fixed Interest Government Securities	UK	3%	-
	Overseas	-	-
Index Linked Government Securities	UK	5%	-
	Overseas	-	-
Corporate Bonds	UK	1%	-
	Overseas	4%	-
Equities	UK	16%	0%
	Overseas	39%	-
Property		-	8%
Private Equity		-	3%
Infrastructure		-	7%
Unit Trust Infl Linked		-	7%
Credit		-	4%
Cash/Temporary Investments		-	3%
Net Current Assets	Debtors	-	0%
	Creditors	-	-0%
Total		68%	32%

We do not have any further detail on the current asset allocation of the Fund; we suggest that if further information is required the administering authority is contacted in the first instance.

Financial Assumptions

Details of the actuarial methods and derivation of the assumptions used can be found in the 31 March 2026 briefing note issued alongside this report unless noted otherwise below. The key assumptions used are set out below.

Financial assumptions	31 Mar 2026	31 Mar 2025	31 Mar 2024
	p.a.	p.a.	p.a.
Discount rate	6.10%	5.80%	4.90%
Pension increases (CPI)	2.90%	2.90%	2.90%
RPI inflation	3.30%	3.20%	3.25%
Salary increases	3.90%	3.90%	3.90%

Projected unit method is used in our calculations.

In addition, we have allowed for actual ONS CPI inflation observed between March 2025 and March 2026. This is reflected in the Experience loss/(gain) on defined benefit obligation figure in the results.

Employer duration

The estimated Macaulay duration of the Employer's liabilities as at the accounting date using the assumptions set out above is 14 years.

Demographic Assumptions

Post retirement mortality	31 Mar 2026	31 Mar 2025
Base table	S4PA	S3PA
Multiplier (M/F)	110% / 100%	115% / 110%
Future improvements model	CMI_2025	CMI_2023
Long-term rate of improvement	1.50%	1.25%
Smoothing parameter	7.0	7.0
Initial addition parameter	0.0% p.a.	0.00 p.a.
2020 weight parameter	n/a	0%
2021 weight parameter	n/a	0%
2022 weight parameter	n/a	15%
2023 weight parameter	n/a	15%
Half life parameter	1.0	n/a

The assumed life expectancies, based on the assumptions set out above, are set out in the table below:

Life expectancy from age 65 (years)		31 Mar 2026	31 Mar 2025
Retiring today	Males	21.2	20.4
	Females	24.2	23.3
Retiring in 20 years	Males	22.8	21.7
	Females	25.9	24.7

We have adopted a set of demographic assumptions that are consistent with those used for the most recent Fund valuation, which was carried out as at 31 March 2025, except for an update of the CMI projection model. Details of the post retirement mortality assumption are set out above; further details of the demographic assumptions adopted can be found in the briefing note corresponding to this report, and the Fund's actuarial valuation report.

Past service costs

Past service costs arise if member benefits are introduced, withdrawn or changed. For example, an award of additional discretionary benefits such as added years by a member would be considered a past service cost. We are not aware of any additional benefits which were granted over the year ending 31 March 2026.

Curtailments

Over the year, we understand that no former employees became entitled to unreduced early retirement benefits.

Settlements

We are not aware of any liabilities being settled at a cost materially different to the accounting reserve during the year, which has been confirmed by the Fund.

Results

Balance sheet	As at	As at	As at
Net pension asset in the statement of financial position	31 Mar 2026	31 Mar 2025	31 Mar 2024
	£000s	£000s	£000s
Present value of the defined benefit obligation	141,605	130,966	145,832
Fair value of Fund assets (bid value)	156,584	139,457	135,539
Deficit / (Surplus)	(14,979)	(8,491)	10,293
Impact of asset ceiling	21,638	15,357	-
Unrecognised past service cost	-	-	-
Present value of unfunded obligation	1,408	1,379	1,549
Net defined benefit liability / (asset)	8,067	8,245	11,842

The amounts recognised in the profit and loss statement

	Year to	Year to
	31 Mar 2026	31 Mar 2025
	£000s	£000s
Service cost	3,008	3,503
Net interest on the defined benefit liability / (asset)	348	476
Administration expenses	81	68
Total loss / (profit)	3,437	4,047

For the purposes of our calculations, we distribute Fund administration expenses amongst the employers in the Fund in proportion to their individual asset shares.

Remeasurement of the net assets / (defined benefit liability) in other comprehensive income	Year to	Year to
	31 Mar 2026	31 Mar 2025
	£000s	£000s
Return on Fund assets in excess of interest	8,739	(1,512)
Other actuarial gains / (losses) on assets	1,240	-
Change in financial assumptions	6,039	19,871
Change in demographic assumptions	(4,760)	382
Experience gain / (loss) on defined benefit obligation	(6,815)	(64)
Changes in impact of asset ceiling	(5,390)	(15,357)
Remeasurement of the net assets / (defined benefit liability)	(947)	3,320

Investment expenses are included in return on Fund assets in excess of interest.

Reconciliation of opening & closing balances of the present value of the defined benefit obligation	Year to 31 Mar 2026 £000s	Year to 31 Mar 2025 £000s
Opening defined benefit obligation	132,345	147,381
Current service cost	3,008	3,489
Interest cost	7,522	7,090
Change in financial assumptions	(6,039)	(19,871)
Change in demographic assumptions	4,760	(382)
Experience loss/(gain) on defined benefit obligation	6,815	64
Liabilities assumed / (extinguished) on settlements	-	-
Estimated benefits paid net of transfers in	(6,630)	(6,579)
Past service costs, including curtailments	-	14
Contributions by Scheme participants and other employers	1,381	1,289
Unfunded pension payments	(149)	(150)
Closing defined benefit obligation	143,013	132,345
The experience loss/(gain) on the defined benefit obligation includes £497,000 in respect of the allowance for actual CPI inflation over the accounting period.		

Reconciliation of opening & closing balances of the fair value of Fund assets	Year to 31 Mar 2026 £000s	Year to 31 Mar 2025 £000s
Opening fair value of Fund assets	139,457	135,539
Interest on assets	8,065	6,614
Return on assets less interest	8,739	(1,512)
Other actuarial gains/(losses)	1,240	-
Administration expenses	(81)	(68)
Contributions by employer including unfunded	4,562	4,324
Contributions by Scheme participants and other employers	1,381	1,289
Estimated benefits paid including unfunded net of transfers in	(6,779)	(6,729)
Settlement prices received / (paid)	-	-
Closing fair value of Fund assets	156,584	139,457
Investment expenses are included in actual return on assets in excess of interest.		

Reconciliation of change in impact of asset ceiling	Year to 31 Mar 2026 £000s	Year to 31 Mar 2025 £000s
Opening impact of asset ceiling	15,357	-
Interest on impact of asset ceiling	891	-
Actuarial losses / (gains)	5,390	15,357
Closing impact of asset ceiling	21,638	15,357

The asset ceiling is the present value of any economic benefit available to the Employer in the form of refunds or reduced future employer contributions. Our calculation of the asset ceiling has followed our interpretation of IFRIC14.

Our calculations assume that:

- The Employer does not have a right to a refund of surplus at the level required by the accounting standard. Any surplus recognised is based on the economic benefit from a reduction in contributions.
- The Employer is a scheduled body and assumed to participate indefinitely.
- The requirement for the employer to make contributions to the Fund is considered to be a minimum funding requirement (MFR). For the period beyond the existing Rates and Adjustments certificate, our best estimate is that the existing rates remain in force. This is based on the fund actuary's methodology which is designed to provide a stable contribution rate, and also the lack of any other readily available figure.

In broad terms our analysis shows that:

- The potential economic benefit from the reduction in future contributions has been calculated to be nil. Since this is less than the unadjusted net asset of £14,979k, the initial impact of the asset ceiling is £14,979k.
- The Employer is currently paying deficit contributions towards a funding deficit. We have assessed this minimum funding requirement and calculate that it constitutes an onerous funding commitment. There is an additional liability of £6,659k to be recognised.
- The unadjusted funded surplus is £14,979k. There is an initial impact from an asset ceiling of £14,979k, plus an additional liability of £6,659k. The final funded net asset to be recognised is -£6,659k.
- In addition, there is an unfunded liability of £1,408k. The final deficit to be recognised is £8,067k.

Sensitivity analysis	£000s	£000s	£000s	£000s	£000s
Adjustment to discount rate	+0.5%	+0.1%	0.0%	-0.1%	-0.5%
Present value of total obligation	133,838	141,093	143,013	144,977	153,315
Projected service cost	2,445	2,814	2,914	3,017	3,464
Adjustment to long term salary increase	+0.5%	+0.1%	0.0%	-0.1%	-0.5%
Present value of total obligation	143,469	143,103	143,013	142,923	142,568
Projected service cost	2,914	2,914	2,914	2,914	2,914
Adjustment to pension increases and deferred revaluation	+0.5%	+0.1%	0.0%	-0.1%	-0.5%
Present value of total obligation	152,620	145,006	143,013	141,468	134,876
Projected service cost	3,507	3,025	2,914	2,807	2,411
Adjustment to life expectancy assumptions		+ 1 Year	None		- 1 Year
Present value of total obligation		148,331	143,013		137,911
Projected service cost		3,014	2,814		2,816

Projected pension expense

Year to
31 Mar 2027
£000s

Service cost	2,914
Net interest on the defined liability / (asset)	367
Administration expenses	81
Total loss / (profit)	3,362
Employer contributions	4,040

These projections are based on the assumptions as at 31 March 2026. The figures exclude the capitalised cost of any early retirements or augmentations which may occur after 31 March 2026.

Appendix - auditor data pack

Introduction and Background

In preparing the accounting report under IAS19 for Newark & Sherwood District Council's participation in Nottinghamshire County Council Pension Fund, the Barnett Waddingham actuary is acting in their capacity as Management's Expert as defined by IAS(UK)500.

Newark & Sherwood District Council's auditor will generally need to receive sufficient appropriate audit evidence to carry out the audit. This is particularly the case with actuarially calculated values, which are considered to be accounting estimates under ISA(UK)540. The auditor will wish to evaluate the appropriateness of the Barnett Waddingham actuary's report as audit evidence (IAS(UK)500), and may engage the services of an Auditor's Expert to do so (ISA(UK)620). The Auditor's Expert will have specific knowledge of defined benefit pensions and will often wish to carry out substantive analytical procedures as referred to in ISA(UK)330 and ISA(UK)520.

While our main accounting report aims to meet Newark & Sherwood District Council's reporting and disclosure requirements under the relevant accounting standard, it may not provide all information required by the Auditor's Expert to carry out all procedures required by the relevant auditing standards. This often leads to detailed requests to Management's Expert for additional data items.

The purpose of the data pack is to provide many of the additional data items often requested. This should streamline the overall audit process by providing the required additional data in a single report, reducing the number of additional data queries flowing via the Fund. The following data supplements the information in the main accounting report and should be read in conjunction with it. We do not expect this report to be audited - it is provided to aid in the audit of main report.

Data

This additional data is ultimately based on the results of the last triennial valuation as at 31 March 2025 on which the accounting results are based. Some of the statistics are derived using approximate methods, but we expect that they will be suitable for the intended purpose, which is to carry out approximate rollforward and rebase calculations to verify the results quoted in the main report.

The data items provided are in respect of the Employer's pension obligations under the LGPS as at 31 March 2026, or the prior year comparator.

Results

Past and future service liability duration information

Duration, including definition (years)	As at 31 Mar 2026	As at 31 Mar 2025	Change over the period
Overall Macaulay duration ⁽¹⁾	14.4	14.8	(0.4)
Overall modified duration ⁽²⁾	13.6	14.0	(0.4)

⁽¹⁾ The Macaulay duration is the weighted average term to maturity of the benefit cashflows

⁽²⁾ The Modified duration is the sensitivity of the present value of the benefit cashflows to a change in discount rate

Duration calculations use the accounting assumptions at the respective date - the change over the period is due to the change in assumptions.

Liability split information

Approximate proportion of funded past service liability in each main category	As at 31 Mar 2025
Active (Final Salary) liability	11%
Active (CARE) liability	17%
Deferred liability	21%
Pensioner liability	52%
CPI-linked liability	89%
FS-linked liability	11%

Please note that these splits of liability are based on actual cashflow projections as at the last valuation date. We have not made any allowance for member movements or liabilities being extinguished in these estimated splits.

Approximate proportion of total liability split by gender	Proportion of liability
	female
Active (Final Salary) members	47%
Active (CARE) members	49%
Deferred members	52%
Pensioner members	44%
Overall membership	47%

Splits quoted are as at the last valuation. Liability weighted statistics use accounting assumptions at the last valuation date.

Average age information	Weighted by salary	Weighted by pension	Weighted by liability
Active members	46.0	51.5	52.0
Active (Final Salary) members		55.3	56.1
Active (CARE) members		49.8	52.8
Deferred members		51.2	53.9
Pensioner members		73.4	70.2

Tranche average retirement age	Weighted by pension	Weighted by liability
Active members	64.4	64.3
Active (Final Salary) members	64.4	64.3
Active (CARE) members	66.1	66.1
Deferred members	63.8	63.5

Ages quoted are as at the last valuation. Liability weighted statistics use accounting assumptions at the last valuation date.

Allowance for actual inflation

Detailed information on CPI statistics for known inflation allowance	Statistic date	Statistic value	Rate p.a.
Latest known CPI (start)	March, 2025	136.5	
Latest known CPI (end)	March, 2026	141.0	
Assumed inflation over period (CPI)			2.90%

Asset information

Value of assets (£000s) and asset share	As at 31 Mar 2026	As at 31 Mar 2025
Total fund assets*	8,114,207	7,256,162
Employer assets	156,584	139,457
Employer asset share	1.930%	1.922%

* estimated at 31 March 2026

Service cost information

Service cost	As at 31 Mar 2026	As at 31 Mar 2025
Employer service cost as % of salaries	13.0%	13.9%
Employee contributions as a % of salaries	6.5%	6.5%

The service cost shown above is based on membership data from the last actuarial valuation as at 31 March 2025

Cashflow disclosure

Employer cashflows (£000s)	Period to 31 Mar 2026
Employee contributions	1,381
Employer contributions	4,413
Other contributions	-
Benefit payments (funded)	(6,924)
Transfers In	619
Transfers Out	(325)
Unfunded benefit payments	(149)
Income received towards unfunded payments	149

Asset ceiling

Detailed breakdown of key results used in the asset ceiling calculation

		£000s
Gross funded liability	(a)	141,605
Gross funded assets	(b)	156,584
Funded accounting surplus (deficit) before asset ceiling	(c) = (b) - (a)	14,979
Present value of service cost including expenses	(d)	141,446
Present value of primary contributions	(e)	168,527
Present value of negative secondary conts (if any)	(f)	-
Present value of positive secondary conts (if any)	(g)	6,659
Economic benefit available from a reduction in contributions	(h)*	-
Accounting asset (before additional liability)	(i) = min[(h) , (c)]	-
Additional liability from onerous funding commitment	(j)**	6,659
Accounting asset (after additional liability)	(k) = (i) - (j)	(6,659)
Impact of asset ceiling	(l) = (c) - (k)	21,638
Gross unfunded liability	(m)	1,408
Final accounting asset that can be recognised (after unfunded liability)	(n) = (k) - (m)	(8,067)
Period over which service cost is considered		Infinite
Period over which primary contributions are considered		Infinite
Period over which negative secondary contributions are considered		n/a
Period over which positive secondary contributions are considered		17.0 years
Assumed secondary contribution in year following the end of certified period***		523

* $(h) = \max[(d) - [(e) - (f)], 0]$ if an MFR is assumed to apply, otherwise $(h) = d$

** $(j) = \max[(g) - \max[(h) - (c), 0], 0]$ for IAS19 only, otherwise $(j) = 0$

***The effective annual payment assumed over the remainder of the recovery plan, assumed to increase in line with salary inflation



Report to: Policy & Performance Improvement Committee: 6 July 2026

Director Lead: Nick Wilson, Director – Finance, Revenue & Benefits and S151 Officer
Deborah Johnson, Director of Local Government Reorganisation

Lead Officer: Nick Wilson, Director – Finance, Revenue & Benefits and S151 Officer

Report Summary	
Report Title	The Council’s Approach to Debt Collection and Managing Cases of Multiple Debt.
Purpose of Report	To share with the Policy & Performance Improvement Committee the draft Corporate Income and Debt Strategy and Policy Management of Cases that Involve Multiple Council Debt
Recommendations	That the Policy & Performance Improvement Committee: a) review and endorse the proposed approach to debt collection as set out in Appendices A and B and recommend to Cabinet; and b) also recommend to Cabinet, the additional budget requirement for 1 additional FTE of £72,800 (based on 25/26 values) funded 50% each between the GF and HRA based upon the reserves identified in the financial implications.
Reason for Recommendation	To improve the customers experience of debt collection to align with our customer experience strategy and centralise our collection approach.

1.0 Background

- 1.1 SLT agreed on 3 December 2024 for a review into the Single View of Debt (SVoD) as a service concept. The concept of what is meant by SVoD is such that where residents of the District have debt across more than one fund, this would potentially be treated as one instance of debt to assist the resident providing a better customer experience. This approach aligns with our [Customer Experience Strategy](#) which outlines at outcome “To have customer led and designed processes”.
- 1.2 Work has progressed since that point with a series of meetings between internal stakeholders seeking to forge agreement on the best strategy to achieve a better focused customer journey

- 1.3 At the point when the report was first presented to SLT, the outstanding debt owed to the Council, as at 30 September 2024 was:

Breakdown of total outstanding debt	£m
Council Tax	8.419
Business Rates previous years still outstanding	1.788
HBOP	0.861
Rents current tenant arrears	0.382
Rents former tenant arrears	0.305
Sundry Debt overdue	0.561
Total debt outstanding as at 31st March 2024	12.316

The table below demonstrates the level of debt as at 31 March 2026. This shows a £2.589m increase in outstanding debt across all funds.

Breakdown of total outstanding debt	£m
Council Tax	9.877
Business Rates	2.106
HBOP	0.945
Rents current tenant arrears	1.069
Rents former tenant arrears	0.534
Sundry Debt overdue	0.374
Total debt outstanding as at 31st March 2026	14.905

- 1.4 Since the original report, data collection activities have taken place and based on information gathered in February 2026, the following table demonstrates those individuals that have debt with the authority:

No. debt streams	No.	% Total
1	4,165	88.1%
2	534	11.3%
3	27	0.6%
Total	4,726	100.0%

2.0 Proposal /Options Considered

- 2.1 A new Corporate Income and Debt Strategy has been created which will deliver a cohesive and customer-centred approach to corporate debt management. This strategy sets out the Council's commitment to fostering a payment culture that supports prompt settlement of accounts and minimises the build-up of debt. It aims to maintain outstanding debt at the lowest possible level through proactive engagement, early intervention, and consistent enforcement where necessary. This is attached at **Appendix A**.
- 2.2 In addition to this, a new Policy on the Management of Cases that involve multiple Council debt has been developed (**Appendix B**). This policy sets out the Council's approach to identifying, managing, and supporting individuals whose debts and/or arrears in more than one Council area (e.g. housing rent and council tax).

- 2.3 A summary of the strategy and the approach to debt collection have been developed and shared with members of the residents panel and engaged tenants' groups. They have been invited to provide feedback through a short survey. The survey closed on Friday 22 May, and any feedback received will be considered.
- 2.4 Both of the new documents, as described above, will work in tandem with individual team policies and are not to contradict them. They don't replace or supersede individual team policies, these act as a further layer of engagement with service users/residents, in order to offer a "One Council approach" to managing debt.
- 2.5 The strategy and policy will be supported via two mechanisms, the creation of a joint working group, attended by representatives from all of the major funding streams, together with a proposed new role "Multiple Debt Caseworker" that will undertake the engagement with those that have debt with the Council over multiple funds.
- 2.6 The joint working group would meet periodically once data has been consolidated and analysed in order to allocate cases to the Multiple Debt Caseworker. A ringfenced amount would notionally be transferred to the caseworker, ringfencing this debt. The caseworker would then engage with the individual and seek to agree a single payment plan with the Council for the outstanding debt. All payments for ongoing charges for the various funds would be managed by the individual teams, with just the ringfenced debt subject to the caseworker.
- 2.7 The caseworker would seek to engage with the individual, understand their circumstances in greater depth, signpost where appropriate to benefits they currently don't claim, in order to seek a payment plan to accommodate a singular monthly/weekly payment for the debt owed to the Council. This officer would then reallocate the payment to the relevant funds over the course of the payment plan.
- 2.8 Where the individual doesn't engage with the caseworker after several attempts the caseworker would then hand back the individual to the relevant teams for them to initiate further enforcement relevant to each of the funds.
- 2.9 During the period for which the individual is with the caseworker, its suggested that further enforcement is paused, whilst engagement is sought.
- 2.10 It is noted that whilst this officer will seek to generate payments from individuals this is not the primary purpose of the role. Offering a more coordinated service to individuals, where two different teams aren't chasing for payments simultaneously and potentially seeking further enforcement would offer a better customer experience and one that supports individuals and seeks to find holistic solutions.
- 2.11 A job description and person specification is being drafted and will be scored through the JE process. It is anticipated that this will be scored at circa NS09. This would be apportioned over the General Fund and the HRA equally.

- 2.12 It is proposed that this post would be a fixed term post for 18 months, which would allow sufficient time for the post to establish itself, whilst also ability for the Council to review its effectiveness. The expected cost for 18 months (based on assumed pay awards) would be £72,800

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	Yes	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 FIN26-27/3117

- 3.1 As described at paragraph 2.12 the proposed cost of the additional post would cost circa £72,800 over the 18-month period including on-costs based on the estimated 2026/27 and 2027/28 pay awards. An equal split between the General Fund and the HRA would mean a cost of £36,400 each which would need to be funded through the Change Management Reserve for the GF and the Service Improvement reserve in the HRA.

Equalities Implications

- 3.2 The proposed Corporate Income and Debt Strategy and the Policy on the Management of Cases that Involve Multiple Council Debt have positive equalities implications. A more joined up and customer centred approach to debt management should reduce the risk of residents, including those who may be more vulnerable because of disability, age, poor mental health, low income or other protected characteristics, experiencing duplicated contact, inconsistent recovery action or avoidable escalation. The strategy and policy support earlier identification of need, more proportionate engagement and improved signposting to advice, benefits and other support. The appointment of a specified support officer will also allow greater flexibility in the methods of communication available to the customer, helping the Council to tailor engagement more appropriately to individual needs and circumstances. Implementation will need to be monitored to ensure that reasonable adjustments are made where required, communication methods are accessible, and the approach is applied fairly and consistently in line with the Council's Public Sector Equality Duty.

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

Corporate Income & Debt Strategy 2026 – 2029

Newark and Sherwood District Council

June 2026

Document Owner:	Director of Finance, Revenues & Benefits
Date of Review:	April 2028
Approved By:	S151 Officer
Approval Date:	

Contents

1. Purpose of Strategy.....	3
2. Key Definitions	3
Debt.....	3
Arrears.....	3
Income	4
Vulnerability.....	4
3. Scope of the Strategy.....	4
4. Objectives of the Strategy	4
5. How this Strategy Links to the Council’s Values	5
6. Fair, Efficient and Effective Debt Recovery	6
7. Prioritisation of Debts Owed to the Council and Allocation of Payments	6
8. Managing Cases of Multiple Debt	7
8.1 Definition of Multiple Debt.....	7
8.2 Summary of the Policy on the Management of Cases that Involve Multiple Council Debt.....	7
8.3 Identification and Early Intervention.....	Error! Bookmark not defined.
8.5 Prioritisation and Allocation of Payments in Multiple Debt Cases	Error! Bookmark not defined.
8. Duties.....	7
Council Duties.....	7
Customer Duties	9
9. Making Payments	9
10. Advice and Support for Customers.....	10
11. Promoting the Take Up of Benefits and Entitlements	10
12. Arrangements for the Repayment of Arrears	10
13. Use of Enforcement Action or Write off Debt/ Scheme of Delegation.....	11
14. Bad and Doubtful Debts	11
15. Write On and Credit Balances	11
17. Complaints, Disputes, Errors and Feedback.....	12
18. Data Protection and Information Sharing.....	12
19. Monitoring and Measuring our Performance against this Strategy	13
20. Review of this Strategy.....	13

21. Associated policies.....	14
22. Appendices	14
Appendix 1: Communication and Contacting Us	14
Appendix 2: Contact Information for Debt Support Organisations	14

1. Purpose of Strategy

Newark and Sherwood District Council is responsible for collecting income from residents and businesses for a range of services, goods, and statutory charges. The Council recognises that timely and effective income collection is essential to ensure the Council has the financial resources required to deliver high-quality services and meet the priorities set out in its Community Plan.

This strategy sets out the Council’s commitment to fostering a payment culture that supports prompt settlement of accounts and minimises the build-up of debt.

It aims to maintain outstanding debt at the lowest possible level through proactive engagement, early intervention, and consistent enforcement where necessary.

The Council will adopt a clear, fair, and sensitive approach to debt collection, ensuring that all actions are proportionate and considerate of individual circumstances. At the same time, it will continue to maximise collection performance through coordinated efforts across directorates. This strategy is aligned with departmental debt recovery policies and procedures, providing a unified framework for managing income collection across the organisation.

2. Key Definitions

For the purposes of this strategy key terms are defined as follows:

Debt

Money that is owed or due for the provision of goods and or services, including those listed as being covered in the scope of this strategy.

Arrears

Money that is owed for the provision of goods and or services that should have been paid for earlier, including those listed as being covered in the scope of this strategy.

Income

Income is the money you make in a given time period, for example weekly, monthly, or annually. Your income might come from many sources: salary, investments, interest or annuities.

Vulnerability

Some customers may need additional support in dealing with their financial affairs. A customer is vulnerable if for reasons of age, health, disability, or severe financial hardship, they are unable to safeguard their personal welfare or the personal welfare of other members of their family. Each case will be looked at on an individual basis. Where there is a genuine welfare concern or difficulties dealing with affairs, we actively encourage debt advice and support.

People are considered to be vulnerable for many different reasons. Some of these reasons are as follows: -

- Appears to be elderly and it appears may be easily confused.
- Appears to be physically or mentally ill, severely disabled and/or appears to be suffering mental confusion.
- Is heavily pregnant or has young children less than 5 years old and severe social deprivation is evident.
- Is having difficulty communicating due to profound deafness, blindness or language difficulties and there are no local facilities available to reduce these difficulties.
- Long term serious health problems or terminal illness.

The above list is not exhaustive, and each situation will be viewed individually, but it is essential that vulnerabilities are captured and flagged up for the effective delivery of a corporate debt approach.

3. Scope of the Strategy

This strategy covers all debts owed to the Council including:

- Council Tax
- Non-Domestic Rates (NDR, known as business rates)
- Council House Rent
- Council Garage Rent
- Commercial Rent
- Sundry Debts (including Housing Benefit Overpayments and Former Tenant Arrears)

4. Objectives of the Strategy

The Council's overall objective of this strategy is:

To ensure the effective provision of services, Newark and Sherwood District Council is committed to collecting all monies owed to the authority in a prompt, efficient, and effective manner. This will be achieved while maintaining a fair and equitable approach to all debtors, ensuring that income is maximised without compromising the principles of transparency and respect.

The objectives of the strategy are to:

- To ensure the prompt collection of payments due
- To prevent the accumulation of debt and arrears
- To provide help and support where possible including referral to support agencies, making payment arrangements or signposting to other financial support that may be accessible
- To understand customers' circumstances and ability to pay to distinguish between a customer who won't pay and a customer who can't pay. This would follow the Council making every opportunity to engage with the customer to allow them to pay, including the development of a tailored instalment plan.
- To be firm but fair in recovery of debt, ensuring consistency in dealing with customers
- To share knowledge, information and expertise across the Council as appropriate and lawful
- To apply best practice in relation to all types of debt collection activity undertaken
- To maximise the income collection performance for the Council

5. How this Strategy Links to the Council's Values

This strategy places customers at the heart of debt management by promoting a fair, sensitive and proportionate approach, taking account of individual circumstances and ability to pay, and distinguishing between customers who cannot pay and those who will not pay. Tailored repayment arrangements and access to advice and support help ensure recovery activity remains compassionate and customer-focused. The strategy also supports the Customer Experience Strategy's emphasis on clear communication by committing to accurate, timely billing, clear correspondence, and transparency about recovery processes and next steps. This helps reduce confusion, manage expectations and minimise unnecessary follow-up contact.

Consistency across services and contact channels is reinforced through a corporate framework for managing debt, improved coordination between directorates, particularly for customers with multiple debts and reduced duplication or conflicting messages. This ensures a collaborative and coherent customer experience.

A strong focus on vulnerability, inclusion and choice reflects the Council's commitment to flexible, adaptive services. Vulnerability is embedded into debt management decisions, early support is encouraged, non-digital channels and third-sector advice remain accessible, and enforcement is used only as a last resort and proportionately.

The strategy focuses on performance, feedback and continuous improvement through regular reporting, use of customer feedback to improve processes, and ongoing staff development. This ensures debt management contributes to the Council's wider culture of accountability and service improvement.

6. Fair, Efficient and Effective Debt Recovery

Each directorate within the Council is responsible for collecting monies owed and ensuring that recovery methods are robust, proportionate, and compliant with relevant legislation and this strategy. The Council will:

- Maintain accurate, complete, and up-to-date records of outstanding amounts.
- Prioritise collection of current-year charges, applying subsequent payments to any arrears to prevent further debt accumulation.
- Apply recovery processes consistently and proportionately, considering individual customer circumstances, and escalate from informal to formal recovery actions as necessary.
- Refer eligible cases to the Council's Corporate Debt Team for further action.
- Arrange for the write-off of bad or doubtful debts in accordance with the Council's Financial Procedure Rules.

Recovery action will begin when payment becomes overdue or when an agreed instalment plan is not maintained. The Council may use any lawful method to pursue outstanding debts. As a guiding principle, recovery action will escalate in severity only when initial, less intrusive efforts to secure payment are unsuccessful.

Customers are encouraged to contact the Council as soon as they experience difficulty in making payments or their circumstances change and they anticipate difficulties in making their payments, to help avoid escalation and identify appropriate support or solutions.

7. Prioritisation of Debts Owed to the Council and Allocation of Payments

The Council has established a prioritisation framework for managing cases where a customer may owe multiple debts. This approach follows the Citizens Advice definition of 'priority debt,' acknowledging that certain debts need urgent attention because non-payment can have serious consequences. By applying this principle, the Council aims to ensure that debt recovery efforts are proportionate, fair, and focused on preventing harm to individuals and businesses.

The Council has determined the following prioritisation for repayment of debt owed to it and will allocate payments in the following priority order:

- Housing Rent arrears
- Council Tax arrears

- Non-Domestic Rates arrears
- Commercial Rent arrears
- Sundry Debt arrears/ Overpaid Housing Benefits/ Garage Rent arrears

8. Managing Cases of Multiple Debt

The Council recognises that some customers may owe more than one debt to the authority at the same time. These cases can be complex and may involve changing circumstances, vulnerability, and competing financial pressures. As referenced in Section 21, 'Associated policies', Newark and Sherwood District Council's Policy on the Management of Cases that Involve Multiple Council Debt sets out how cases of multiple debt will be managed in a coordinated, fair and proportionate way, maximising lawful income collection while protecting customers from avoidable advanced enforcement action.

8.1 Definition of Multiple Debt

For the purposes of this strategy, a "multiple debt" case is where a customer (an individual, business, or organisation) has two or more live debts or arrears owed to the Council across one or more service areas (for example, Council Tax arrears alongside Housing Rent arrears and/or a sundry debt). This may include debts that are at different stages of recovery, including pre-enforcement, legal action, or enforcement.

8.2 Summary of the Policy on the Management of Cases that Involve Multiple Council Debt

The Council's approach to managing multiple-debt cases provides a clear corporate framework to identify cases early through lawful cross-service information sharing and officer-supported customer disclosure; assess circumstances holistically and prioritise repayment using the Single View of Debt (SVoD) calculator alongside professional discretion; and agree sustainable, consolidated payment arrangements that are flexible and regularly reviewed. It is underpinned by inclusive, non-judgemental communication, access to independent advice and, where appropriate, a single point of contact, with enforcement used only as a last resort once support options have been exhausted and with particular care to avoid disproportionate impacts on vulnerable residents.

9. Duties

Council Duties

We have a duty to all residents to ensure cost-effective billing, collection, and recovery of all money due to the Council.

There are multiple reasons why people don't pay:

- Some people may fail to pay or forget to pay because of personal difficulties. We will try to help these people by encouraging them to tell us about their problems so we can help find ways they can pay. Where necessary we will refer them to a specialist welfare team, as outlined in Section 11.

- Some people may fail to pay or make late payments on purpose. In these cases, for those who won't pay, the Council will look to use more robust action to secure payment.

For those who are having difficulty making payments the Council will try to assist customers by:

- Providing advice on the methods of payment available
- Entering payment arrangements
- Assisting the customer in obtaining the correct benefit and debt management advice, by referring them to alternative benefit or debt advise agencies, to help them to pay their bills

To help our customers to minimise debt and prevent the accumulation of debt, the Council aims to achieve good practice in revenue collection. To achieve this, the Council will seek to ensure that:

- Any request for payment is made promptly and is accurately calculated
- Requests for payment clearly show the amount to be paid and when this is due
- Where possible, payment will be requested before the service is provided to avoid the risk of debt accruing
- Appropriate methods of payment are made available
- Contact with the Council can be made through a range of options including face-to-face, telephone, by email or in writing
- Assess ability to pay and, where appropriate, consider a payment plan where full payment cannot be made immediately
- Support is provided to those requesting assistance in making payment or receiving money and debt advice
- Support is provided to those who are identified as being vulnerable
- Take no further action if agreed payments are being made on time.
- Recovery and enforcement actions are reasonable and proportionate
- Recovery documents are clear and inform of the recovery procedures to be followed and the consequences of non-payment
- Any written communication is in plain English, explaining complex terminology when it is required
- Support is provided to customers with language and communication difficulties through the offer of translation services, interpreting and other services wherever possible
- Enquiries are responded to promptly and courteously; excellent communication is recognised by the Council as the key to a good relationship with the customer
- Debt recovery actions enable the effective use of Council resources to deliver the best possible cash flow for the Council.
- The Council will encourage effective sharing of information between directorates and will explore the most efficient and effective way of achieving this

The Council will ensure that all customers are treated in a fair and equitable manner and will have due regard to the requirements of The Human Rights Act, The Equality Act and any other legislation or policies which may have an impact on the recovery of the debt.

Customer Duties

Debt can arise for various reasons including, medical problems, changes of circumstances, benefit entitlement adjustments, unemployment or failure of a business, changes in working hours, difficulties in managing money, relationship issues, large, unexpected bills. The list is not exhaustive.

The Council expects any person, business or organisation that owes a sum of money to the Council to follow the principles below:

- Pay amounts due promptly, on or before the date that payment is due
- Inform the Council of any changes to their details or circumstances that may affect the amount to be paid or the ability to pay at the earliest opportunity
- Contact the Council if they believe the amount charged is not correct
- Contact the Council if they are unable to pay any amount that is due immediately
- Be open and honest when providing information in connection with the billing, collection or recovery of sums due to the Council
- If recovery action is taken, they must attempt to resolve the matter as soon as possible to avoid delays and additional costs

10. Making Payments

The Council will provide a variety of easy ways to pay, the easier it is to pay, the more likely it is that people will do so. The Council will give full details of the different ways to pay on each bill.

The Council will try, wherever possible, to prevent people having to spend more money or travel just to pay bills. In order to reduce the cost to the Council and, therefore, local taxpayers, the most cost-effective methods of payment will be encouraged. For most bills this will be Direct Debit because it is, by far, the most economical method available. It is also very reliable, easy to set up and cancel, and is backed by a guarantee.

- To assist the Councils customers we offer a range of payment methods

- Direct Debit
- Online
- Telephone – automated 24-hour telephone payment line
- Post office, PayPoint or Payzone outlets
- Open Banking

Information to provide customers with help and support in making payments is available on the Council's website and on bills and payment correspondence issued by the Council.

11. Advice and Support for Customers

As a responsible public body, the Council is committed to supporting individuals and businesses in settling any outstanding debts that they may owe as quickly as possible. The Council recognises that some customers will experience financial difficulty either for short or longer periods. Customers who find themselves in debt will often have multiple debts and often experience a spiral of debt that affects the whole family and life quality and becomes a way of life. All staff dealing with families in difficult circumstances must be cognizant of this and recognise the effect being in debt has. To assist with this, the Council will offer welfare advice to all its customers and signpost them to support organisations providing help with debt advice.

Appendix 1 provides contact information about independent organisations that may be able to provide financial support and money management or debt advice and assistance. Further information can be found on the Council website.

12. Promoting the Take Up of Benefits and Entitlements

The Council is committed to actively promoting awareness and uptake of entitlements such as national and local benefits, discounts, exemptions, and reliefs. Where appropriate, information on claiming Housing Benefit, Local Council Tax Support, and other discretionary support funds will be included in our correspondence. The Council will make every effort to encourage individuals and businesses to apply for available assistance and will provide guidance on the full range of discounts and reductions that may apply. Officers engaging with customers will, where appropriate, signpost them to relevant sources of advice on benefits and debt-related matters, ensuring support is accessible and well-informed.

13. Arrangements for the Repayment of Arrears

It is the Council's expectation that monies owed will be paid by the due date. Anyone experiencing difficulty in making a payment is encouraged to contact the Council at the earliest opportunity to discuss options for repayment, including making an arrangement to repay debt owed.

In making an arrangement the Council will consider the type of debt and the customer's personal circumstances to arrive at a mutually acceptable payment plan. In coming to an arrangement, consideration will be given to other priority debts of the customer that could result in loss of an essential service, loss of a person's home or imprisonment.

Any arrangement is reliant on the customer sharing information with the Council which is considered necessary to assess their ability to pay; any refusal to divulge such information will prevent an arrangement for repayment of arrears being made.

Arrangements for the repayment of arrears will:

- Seek repayment of all outstanding arrears, as soon as possible
- Where appropriate, seek to ensure the current year's debt is prioritised over older debt

- Where appropriate, take account of other debts owed to the Council
- Be confirmed in writing to ensure both the customer and the Council are clear on repayment amounts and their frequency.

Failure of a customer to maintain an arrangement for repayment of arrears will result in further action being taken to recover the debt.

14. Use of Enforcement Action or Write off Debt/ Scheme of Delegation

The Council will, where required, make use of the range of enforcement actions made available by relevant legislations, this will include attachment of earnings orders (taking money from your wages), deductions from benefits (asking the DWP to reduce your benefit and make payment to the Council. Effective use of enforcement agents can also be an important way of recovering debt where the Council is satisfied that there are no other appropriate mechanisms for recovering that debt.

The Council will make use of Enforcement Agents, Collection Agents and High Court Enforcement Agents where it is deemed appropriate. This will usually be where there has been no engagement from the customer and after other recovery routes have been exhausted or where it has been demonstrated that the customer is deliberately choosing to delay or not make payments due to the Council.

Enforcement Agents used by the Council will be members of the CIVEA Civil Enforcement Association or another relevant professional body and will be expected to practice the highest industry standards under their associated code of practice.

15. Bad and Doubtful Debts

The Council recognises that in a small number of cases, debts may remain unpaid or not be fully recovered. Where a debt is classified as irrecoverable and all recovery routes have been reasonably exhausted, the Council may consider writing off a debt in accordance with the Council's Constitution, in particular the Financial Procedure Rules.

The Council's financial planning arrangements ensure that there is a provision within the budget each year to meet the estimated costs for bad and doubtful debts

16. Write On and Credit Balances

Where an account sits in credit, the Council will make reasonable efforts to contact the customer to let them know about the credit and ask if they want:

- The money to be used to pay off another debt they owe to the Council, or
- To have the money refunded to them.

If there's money left as a credit on an account and it stays there for more than 13 months without being used, the Council may decide to remove it from the account, this is called "writing it on."

17. Complaints, Disputes, Errors and Feedback

The Council recognise that errors in the billing, collection and recovery of debts can cause distress to customers, and our aim is to get it right first time. If a genuine mistake is made and we notice it or it is brought to our attention, we will put it right and apologise. We will look at our processes to see if we can prevent the same mistake happening again.

Complaints raised by customers about matters covered in this Policy will be dealt with in accordance with the Councils Customer Complaints and Feedback Policy.

Any dispute or complaint regarding an individual debt will be dealt with in compliance to the legal requirement of the collection of that individual debt. Any such dispute or complaint will only stop the continuation of the recovery process or legal mechanism if it is appropriate in the context of the specific legislation

18. Data Protection and Information Sharing

The Council collects and processes customer data to support effective billing, collection, and recovery of debts. This includes personal and financial information necessary to identify accounts, assess payment capacity, and manage interactions across directorates. Data is collected through direct engagement with customers, automated systems, and third-party services used to enhance debt recovery efforts.

All data is handled in accordance with the Data Protection Act 2018 and relevant privacy legislation. It is stored securely and only accessed by authorised personnel.

The Council uses this data to:

- Build a holistic view of customer debt across directorates, enabling a coordinated and consistent approach to recovery.
- Improve customer experience, by enabling single points of contact and reducing the need for customers to engage with multiple teams about separate debts
- Support ethical enforcement, ensuring that recovery actions are proportionate and sensitive to individual circumstances, especially for vulnerable residents

Data may be shared internally across Council services and externally with appointed agents or contractors, but only where lawful, necessary, and in the interests of the customer or the Council. This includes preventing fraud, avoiding unlawful evasion of payment, and improving service delivery.

The Council is committed to transparency and fairness in its use of data and will continue to review and improve its practices to ensure compliance and public trust.

19. Monitoring and Measuring our Performance against this Strategy

To ensure effective oversight and continuous improvement in the management of corporate debt, the Council will implement a robust performance monitoring framework. This framework will include:

- **Monthly Reporting:** Budget Managers will receive detailed reports on outstanding debt to support timely intervention and localised action.
- **Quarterly Strategic Oversight:** The Senior Leadership Team will be provided with quarterly updates on the overall level of outstanding debt managed by the Council, enabling strategic decision-making and resource allocation.
- **Bad and Doubtful Debt Tracking:** Movements in bad and doubtful debt provisions will be reported quarterly to monitor financial risk and inform forecasting.
- **Service-Level Monitoring:** Income collection and debt recovery performance will be tracked through established service performance arrangements to ensure accountability and identify areas for improvement.
- **Corporate Debt Case Conferences:** Quarterly meetings will be held to review complex or high-risk debt cases, share best practice, and coordinate cross-service responses.
- **Member Engagement:** Periodic reports will be presented to Members, providing updates on debt management, bad debt provisions, and write-off levels to maintain transparency and governance.
- **Debt Write-On Protocols:** Where previously written-off debts are recovered, the Council will apply write-on procedures to account for the payment received and reflect the recovery in financial records.
- **Enforcement Agent Monitoring:** Performance of Enforcement Agents will be regularly reviewed to ensure compliance with contractual obligations and ethical standards.
- **Customer Feedback Integration:** Complaints and compliments will be analysed to shape service delivery and improve the customer experience in debt recovery processes.
- **Staff Development:** Relevant advice, guidance, and training will be delivered to staff involved in debt recovery to maintain high standards of professionalism and competence.

This multi-layered approach ensures that debt management is transparent, accountable, and aligned with the Council's financial and service improvement objectives.

20. Review of this Strategy

The Council is committed to continuous improvement, and it is critical that new approaches and ways of working will be introduced. This strategy will be reviewed annually to allow it to be updated and to take any service improvements or changes into account.

21. Associated Policies

All policies listed can be accessed on our website: [Business finances | Newark & Sherwood District Council](#)

- Policy on the Management of Cases that Involve Multiple Council Debt
- Code of Practice – Local Taxation
- Hardship Relief Policy
- Localised Council Tax Support Scheme
- Write off Policy

22. Appendices

Appendix 1: Communication and Contacting Us

We will give our customers a variety of options to contact us to discuss payment of their accounts:

- By email, in writing, or through web forms on our website
- By telephone on 01636 650000 (you can call us between 9am and 5pm, Monday to Friday).
- Face to face through the Customer Service Centre's which can be found on our website

Should there be any communication issues, and no support is available via friends or family, we do use an interpretation service for persons whose first language is not English.

Appendix 2: Contact Information for Debt Support Organisations

Citizens Advice Newark and Sherwood

- Tel: 01623 861769
- Arrange a call back: [Arrange a call-back \(Sherwood & Newark\) – Citizens Advice Central Nottinghamshire](#)
- Email advice: [Email Advice – Citizens Advice Central Nottinghamshire](#)
- Website: [Citizens Advice Central Nottinghamshire](#)

National Debtline

- Tel: 0808 808 4000
- Website: www.nationaldebtline.org

Stepchange

- Tel: 0800 138 1111
- Website: www.stepchange.org

Policy on the Management of Cases that Involve Multiple Council Debts 2026– 2028

Newark and Sherwood District Council

August 2026

Document Owner:	Director of Finance, Revenues & Benefits
Date of Review:	April 2028
Approved By:	Cabinet
Approval Date:	

Contents

1. Introduction.....	3
2. Objectives.....	3
3. Scope.....	3
4. Identification of Multiple Council Debt Cases.....	3
5. Assessment and Prioritisation.....	4
6. Engagement and Support	4
7. Payment Arrangements	5
8. Monitoring and Review.....	5
9. Roles and Responsibilities	5
10. Equality and Diversity.....	6
11. Policy Approval and Review Date.....	6

1. Introduction

This policy sets out the Council's approach to identifying, managing, and supporting individuals whose debts and/or arrears are in more than one Council area (e.g. housing rent and council tax). In accordance with the principles set out in the Council's Corporate Income and Debt Strategy, our aim is to ensure that all customers receive fair, consistent, and compassionate treatment, while safeguarding the Council's financial interests.

2. Objectives

- To provide a clear framework for officers dealing with cases involving multiple Council debts.
- To promote early intervention and support for customers at risk of financial hardship.
- To ensure a coordinated approach across council departments and our correspondence with partner agencies.
- To maximise income collection whilst minimising the negative impact on vulnerable individuals.
- To advise customers on eligibility for Council benefits and discounts and any other relevant payments not being received (e.g. Department of Work and Pensions benefits)

3. Scope

This policy applies to all Council-managed debts, including but not limited to Council Tax, Housing Rent, Benefit Overpayments, and Sundry Debts. It covers situations where a single customer owes money to the Council for more than one type of debt.

4. Identification of Multiple Council Debt Cases

Officers will proactively identify cases where customers have multiple outstanding debts with the Council. Information sharing between departments will be facilitated, with due regard to data protection regulations. Automated systems/dashboards and regular cross-departmental reviews will be used to flag multiple debt cases for further assessment.

Officers will:

- Use available systems and internal information sharing arrangements to build an understanding of debts held across services.
- A corporate debt group will be created and meetings convened on a regular basis to identify customers and provide a collaborative approach that delivers a single view of debt across the Council.
- Encourage customers to tell us if they have other debts to the Council, or if they are struggling to manage payments.
- Identified customers will be allocated to the Multiple Debt Caseworker for further engagement in line with this policy.

5. Assessment and Prioritisation

Once a customer with multiple debts has been identified, officers will undertake a holistic assessment of their financial circumstances. Priority is afforded to those debts that could have severe repercussions for the customer, such as the potential loss of housing or the instigation of legal proceedings. Whenever appropriate, officers will collaborate with external agencies, including Citizens Advice, to ensure that the customer receives comprehensive support tailored to their needs.

The Multiple Debt Caseworker will use the 'Single View of Debt (SVoD) calculator that has been developed specifically to allocate payments on a priority basis. The SVoD Calculator will bring together all Council debts and assist the customer to create a payment plan (with the Multiple Debt Caseworker) to reach a suitable payment plan that is acceptable to the Council and the customer. The priority order is set as follows:

Housing Rents	50%
Council Tax	25%
Business Rates	5%
Sundry Debt	5%
Overpayment of Housing Benefits	5%
Garage Rent	5%
Former Tenant Arrears	5%

It is noted however that the % allocated to each area is indicative only and must remain flexible enough to adapt to the specific circumstances. The calculator is shaped on the following principles which give clear guidance on its use to officers:

1. Everything within this scheme should be at the officers discretion to amend as appropriate
2. Expectation that on-going charges are paid as they fall due. i.e. weekly rent/monthly council tax instalments. This debt is "ringfenced"
3. All ringfenced debts are to be paused for recovery action through individual teams, whilst SVoD processes are considered
4. Any benefit not received at the point of calculation should not be included in arrangements
5. Where additional benefits are to be applied for, arrangements should be reassessed once benefit determination has taken place
6. Where all debts are not due, the officer will use discretion as to how to allocate the remaining parts of the payments
7. Where an arrangement is entered into by the customer to cover a range of different Council debts, the Council will generate a unique reference number to enable the customer to make a single payment covering all debt and arrears covered by the arrangement.

6. Engagement and Support

Communication will be inclusive with multiple methods offered to the customer such as face to face, telephone email for example to ensure a suitable arrangement can be met by both parties. Customers will be contacted in a

sensitive and non-judgemental manner. The Council will offer information about available support services, including money management advice and payment arrangements. Wherever possible, a single point of contact within the Council will be established for the customer to reduce confusion and improve communication.

7. Payment Arrangements

- Customers can currently settle debts to Newark and Sherwood District Council by weekly or monthly direct debit, bank payment, online payment, telephone payment, post office payment or PayPoint payment.
- Flexible and realistic payment plans will be agreed, taking into account the customer's ability to pay.
- The SVoD calculator will be used to assist in the calculation and allocation of payments
- Officers will review arrangements regularly and adjust them as needed in response to changes in the customer's circumstances.
- Where SVoD arrangements are not maintained or it is not possible to reach an amicable arrangement with the customer, debts will be referred back to originating departments for further action

8. Monitoring and Review

The effectiveness of this policy will be monitored through annual reporting on multiple debt cases, payment outcomes, and customer feedback. The policy will be reviewed annually, or sooner if required, to ensure it remains fit for purpose and reflects best practice.

KPI:

Percentage of multiple council debt customers satisfied with the council's debt handling procedures:

Measuring satisfaction of debt handling for customers with multiple council debts (e.g. Council Tax, rent, overpayment) through a short satisfaction survey.

9. Roles and Responsibilities

Revenues, Benefits & Transactional Services Manager

The officer will undertake periodic reviews of this policy and performance of it to ensure that it is meeting the expectations of the Council and the customer. The role may attend the corporate debt group meetings from time to time to review the performance of the meeting. The officer will have the final say on any disputes relating to this policy.

Team leaders

Team leaders from Finance, Housing Income, and Revenues and Benefits are responsible for overseeing the effective implementation of the corporate debt policy within their respective service areas. Representatives will operate as a rotating chair for the corporate debt group meetings and deliver a collaborative approach that delivers a single view of debt across the Council. Working closely with the Multiple Debt Caseworker, they

coordinate the management of multiple debt cases, ensuring procedures are followed and customers receive appropriate support at every stage. The Corporate Debt Group is tasked with monitoring performance, ensuring compliance with best practice, and fostering collaboration across teams to promote fair, sensitive, and customer-focused recovery processes. They also play a vital role in identifying risks, escalating complex cases as required, and driving continuous improvement in line with Council values.

Multiple Debt Caseworker

Responsible for delivering a caring and customer-focused debt case-management service, in accordance with procedures and legislation. The role manages a defined caseload of complex or high-risk cases involving multiple Council debts, providing direct support to individuals by sourcing appropriate local and national assistance. This support is delivered in line with Council values and professional standards.

The postholder identifies suitable cases based on agreed criteria and acts as an advocate for customers. Working collaboratively with Council services such as Council Tax, Rent Recovery and Housing Benefits, the role helps to prevent arrears and supports the creation of sustainable repayment plans, in accordance with pre-action protocols. Key duties include responding to customer queries across all channels, conducting home visits when necessary, maintaining accurate records within all systems, and monitoring compliance with the Corporate Debt Policy. Where risks increase or engagement fails, the postholder will hand the case back and make recommendations to the relevant business units.

The role also contributes to collaborative decision-making on the most complex debt cases, supports data sharing and case coordination, and acts as a single point of contact for customers within the allocated caseload.

Alongside these duties, the following requirements remain in effect:

- All Council officers involved in income collection and debt recovery are responsible for implementing this policy.
- Managers will ensure staff are trained and equipped to handle multiple debt cases sensitively and effectively.
- The Council's Senior Leadership Team will oversee policy compliance and drive continuous improvement.

10. Equality and Diversity

The Council is committed to ensuring this policy is applied fairly and without discrimination. Reasonable adjustments will be made to support customers with protected characteristics, in line with the Equality Act 2010.

11. Policy Approval and Review Date

This policy was approved on xx/xx/2026 and will be reviewed annually, with the next review scheduled for April 2028.



Report to: Policy & Performance Improvement Committee – 06 July 2026

Director Lead: Deborah Johnson, Director – Local Government Reorganisation

Lead Officer: Jill Baker, Business Manager - Customer Services
 Rowan Bosworth-Brown, Senior Transformation & Service Improvement Officer
 Charlotte Dolby, Research & Development Officer.

Contact: Performance@Newark-Sherwooddc.gov.uk

Report Summary	
Report Title	Customer Feedback & Complaints Half Year 2 - 2025/2026
Purpose of Report	The customer feedback & complaints report is an opportunity for the Committee to see what complaints are being submitted across the organisation. It gives an opportunity to understand how the customer is receiving the services we deliver and is a form of performance management to inform how well we are doing and where we can improve.
Recommendations	That the Policy & Performance Improvement Committee note the Customer Feedback & Complaints Half 2 report (Appendix 1).

1.0 Background

- 1.1. The Council values resident feedback on services received and has a robust customer feedback policy to capture, investigate, respond and learn from the insights it gives. This policy involves a two-stage complaint process, with the opportunity for complainants to escalate to the relevant Ombudsman if unsatisfied after Stage 2.
- 1.2. Feedback, both positive and negative, is crucial for identifying areas needing improvement and preventing larger issues. Significant work has been done in the past year on complaints policy, procedure and staff training. Key developments include comprehensive training for complaint handlers, a complaints toolkit, complaint response templates and adjustments to accommodate new Housing Ombudsman response times.

2.0 Distribution

- 2.1. This report is shared with SLT and then Business Managers before being presented to the Committees below. This enables Directors and Business Managers to consider if there are any themes and actions they need to undertake to improve the services they provide.

- Member Champion for Complaints

- Policy & Performance Improvement Committee
- Tenant Influence and Assurance Board

3.0 Proposal/Options Considered

3.1. That the Policy & Performance Improvement Committee review the Customer Feedback & Complaints Half 2 report.

4.0 Implications

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

Implications Considered			
Yes – relevant and included / NA – not applicable			
Financial	NA	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	NA

Background Papers and Published Documents

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

None



**NEWARK &
SHERWOOD**
DISTRICT COUNCIL

CUSTOMER FEEDBACK & COMPLAINTS

Second Half Year Report
2025/2026

Customer Feedback & Complaints

Our Customer Feedback Policy has been formally adopted and agreed and is designed to cover the requirement of both the Local Government & Social Care Ombudsman and the Housing Ombudsman. We are bound by the requirements both Ombudsmen set out which are clear about the expectations on us in how we deal with complaints.

One of the key things that both Ombudsmen expect that we report on and use all the feedback from customers, especially complaints, to improve our services.

This report is shared with:

- Senior Leadership Team and Business Managers
- Member Champion for complaints
- Tenant Influence and Assurance Board
- Policy and Performance Improvement Committee

Contents

Introduction to the Customer Feedback & Complaints Reporting Process	3
Overview of all feedback received	4
1. Stage 1 Complaints	4
1.1. Volume of Complaints Received – 2 Year Trend.....	4
1.2. Complaints Received by Category.....	5
1.3. Complaints Received by Business Unit	6
1.4. Complaints Response Times	10
1.6. Complaint Outcomes.....	11
2. Stage 2 Complaints	12
2.1. Volume of Complaints Received – 2 Year Trend.....	12
2.2. Stage 2 Complaints Received by Category.....	13
2.3. Stage 2 Complaints Received by Business Unit	14
2.4. Stage 2 Complaints Response Times	15
3. Ombudsman Complaints	16
4. Suggestions and Praise	19
5. Satisfaction with Complaints Handling	22

Introduction to the Customer Feedback & Complaints Reporting Process

As Newark and Sherwood District Council, we are committed to listening and learning from residents' feedback about the services that we provide.

Our Customer Complaints and Feedback Policy is the framework we use for all feedback received. It guides how we capture, investigate, respond to, and learn from customer feedback, which in turn helps us to continuously improve and shape services to better meet the needs of our communities.

Both positive and negative feedback are important, offering valuable insights into customers' experiences. This feedback highlights our strengths, pinpoints areas needing improvement, and acts as an early alert system for potential issues, allowing us to address problems before they become larger. It also helps us find the root causes of any challenges and fix weaknesses in systems, processes, or service delivery. Compliments matter just as much, as they show us what customers value and provide examples of best practices, including recognition for individual staff and teams who offer excellent service.

To support effective handling of complaints, our staff receive comprehensive training covering investigation techniques, response standards, and the role of the Ombudsman. We have also enhanced our feedback management system to ensure consistency and quality in our responses. From April 2025, we have introduced detailed sub-categories within our complaints procedure to provide greater clarity and enable more targeted analysis of service issues.

Our policy aligns with the statutory Housing Ombudsman Complaint Handling Code, and the guidance set out by the Local Government and Social Care Ombudsman.

The Local Government Social Care Ombudsman (LGSCO) provides guidance to organisations to help identify whether feedback should be handled as either a service request, a complaint or both. The definition of a service request is: *'a request that the organisation provides or improves a service, fixes a problem or reconsiders a decision.'* This provides organisations with the opportunity to resolve matters to an individual's satisfaction before they become a complaint. A complaint may be defined as: *'an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the organisation, its own staff, or those acting on its behalf, affecting an individual or group of individuals'*

The Ombudsman continues that service requests should be recorded, monitored and reviewed regularly. In addition, organisations should have the opportunity to deal with a service request before a complaint is made. A complaint may be raised when the individual expresses dissatisfaction with the response to their service request, even if the handling of the service request remains ongoing. An organisation should not stop its efforts to address the service request if the individual complains. We follow this guidance when reviewing customer feedback and categorise the feedback in the most appropriate way and in agreement with the customer.



Overview of all feedback received

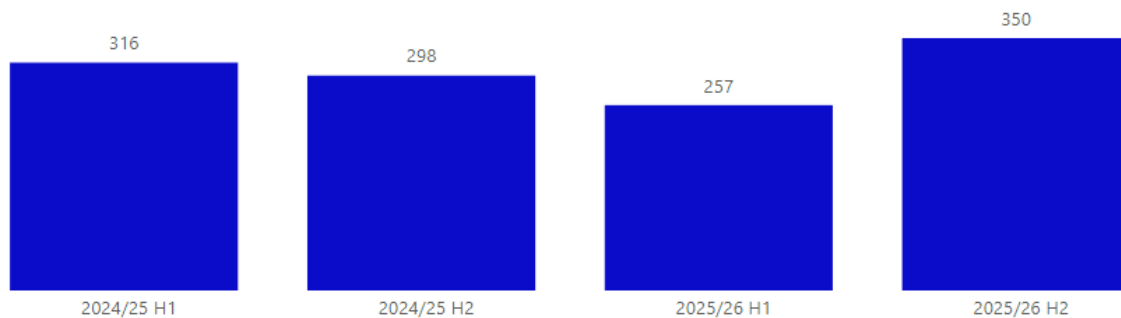
2025/26 Half 2			
Stage 1 Complaints	Complaints Escalated to Stage 2	Suggestions	Praise
350	63	19	121

During the second half of 2025/26 the Council received 350 complaints at stage 1 and of those complaints 63 escalated to stage 2. Additionally, 19 suggestions for our services were received, as well as 121 comments of praise.

It is important for us to use many different methods to engage and consult with our customers, to receive as broad and as representative view of our services as possible. Complaints and suggestions are a valuable source of information that help us pinpoint areas for improvement and offer insight into where we are delivering a good service whilst praise helps to identify where our services are performing well.

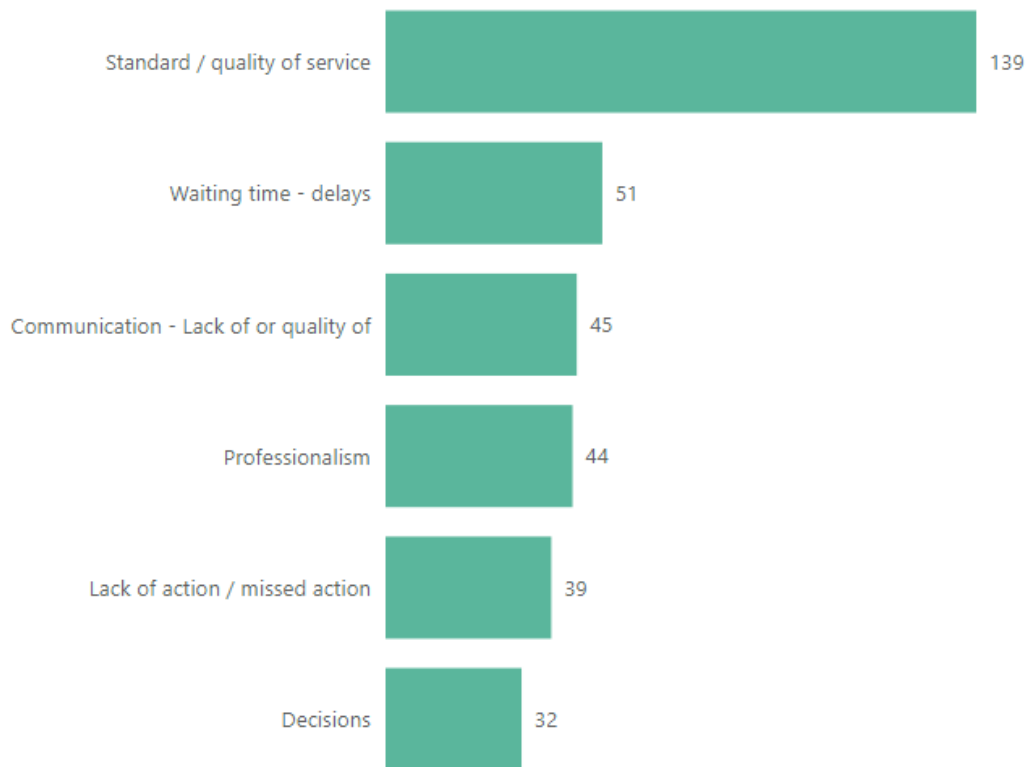
1. Stage 1 Complaints

1.1. Volume of Complaints Received – 2 Year Trend



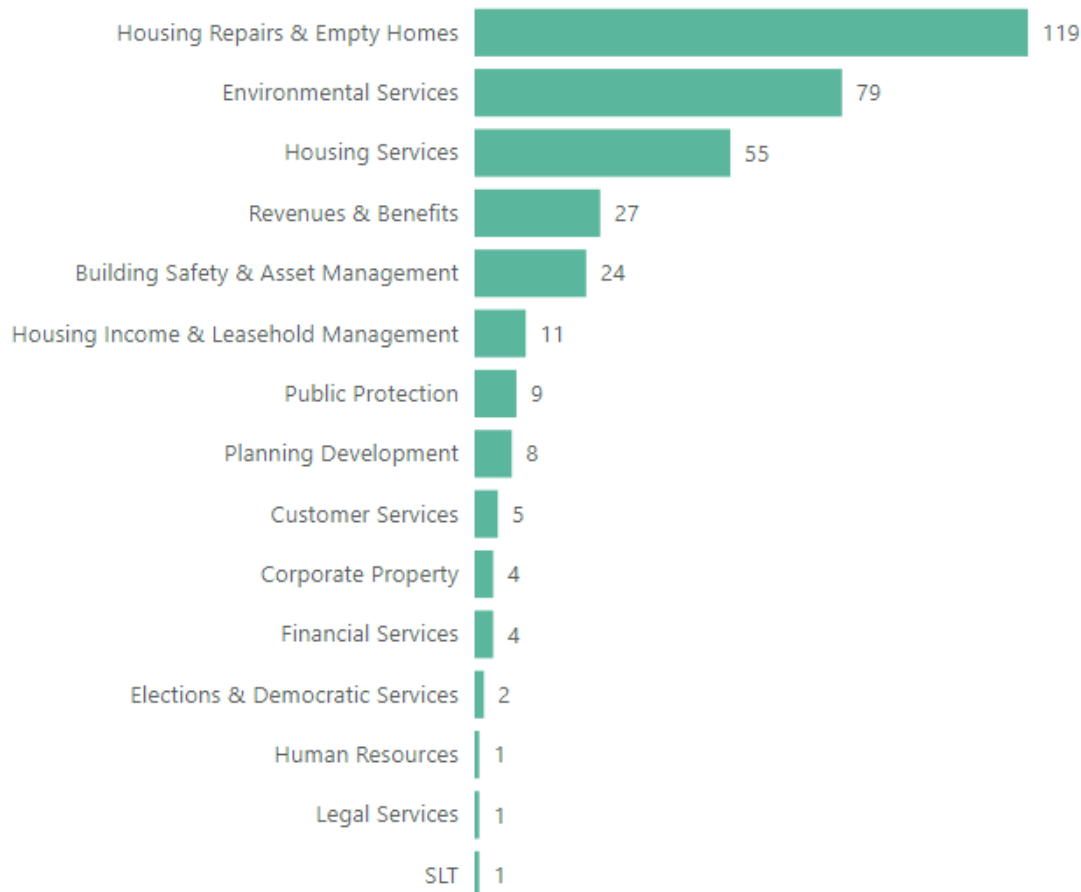
Over the two-year period, Stage 1 complaints remained broadly stable across 2024/25, reducing slightly from 316 in Half 1 to 298 in Half 2. In 2025/26, the figure fell further to 257 in Half 1 before rising to 350 in Half 2, representing the highest level in the period. This indicates that there is evidence of a notable increase in substantive complaint demand in the most recent reporting period. This should be monitored closely to determine whether it reflects a temporary spike or the start of a sustained upward trend.

1.2. Complaints Received by Category



Analysis of Stage 1 complaints by category shows that the most common issue raised was standard / quality of service, accounting for 139 complaints and representing a significant proportion of the overall total. This indicates that the main area of customer dissatisfaction relates to how services are experienced and delivered. The next most frequent categories were waiting time/delays with 51 complaints, a lack of communication or quality of communication accounted for 45 and professionalism accounted for 44 complaints. Overall, the pattern indicates that most complaints are linked to service delivery rather than policy or formal decision-making, highlighting the importance of maintaining service standards, improving responsiveness, strengthening communication with customers and ensuring agreed actions are completed in a timely manner.

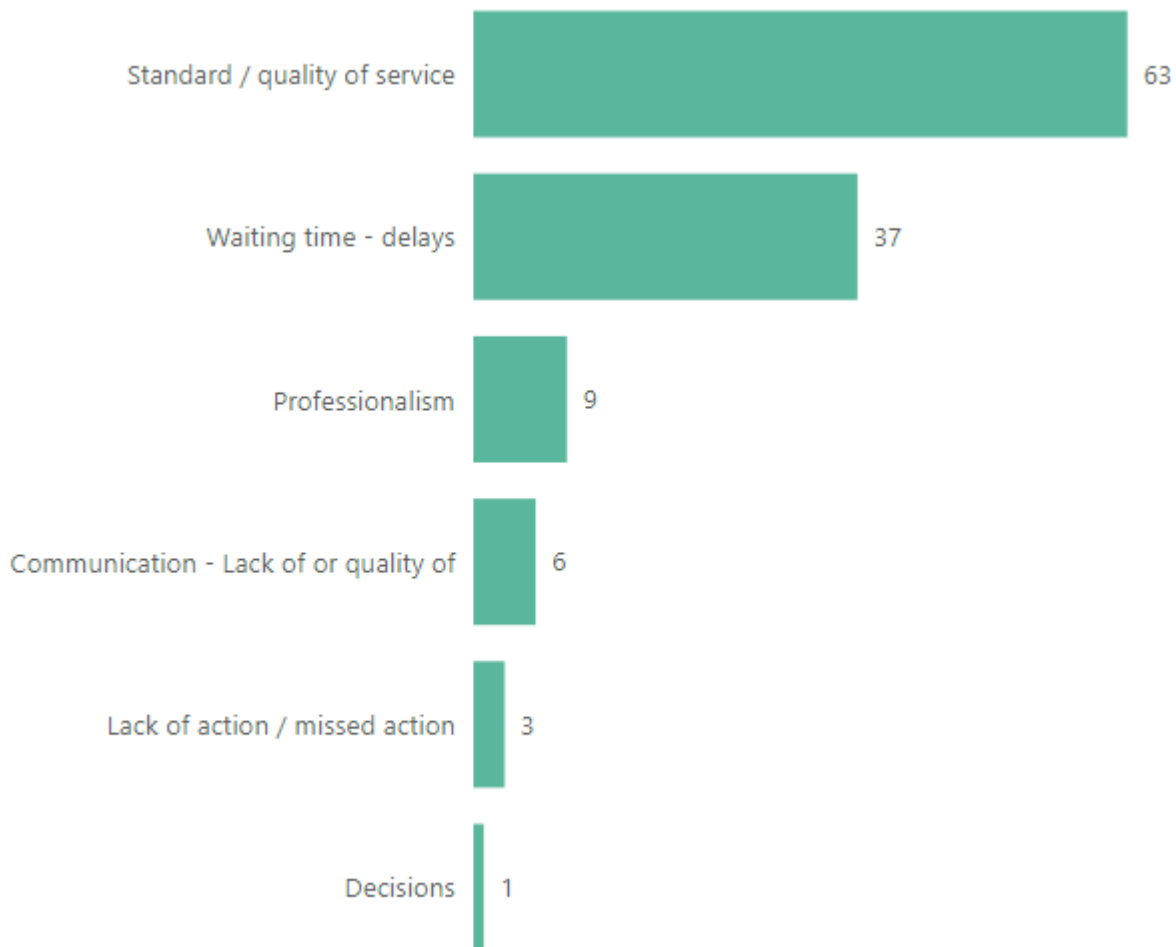
1.3. Complaints Received by Business Unit



The complaints received, organised by Business Unit outlines the spread of complaints across the Council, naturally those services who are front facing receive the highest volume of complaints. With Housing Repairs and Empty Homes receiving 119 complaints in total, Environmental Services received 79 complaints, and Housing Services received 55 complaints. These three business units accounted for 72.3% of the total complaints received during this half year period.

The following three charts will examine the top three business units with the most complaints during this half year period in more detail, including how the complaints received have been categorised.

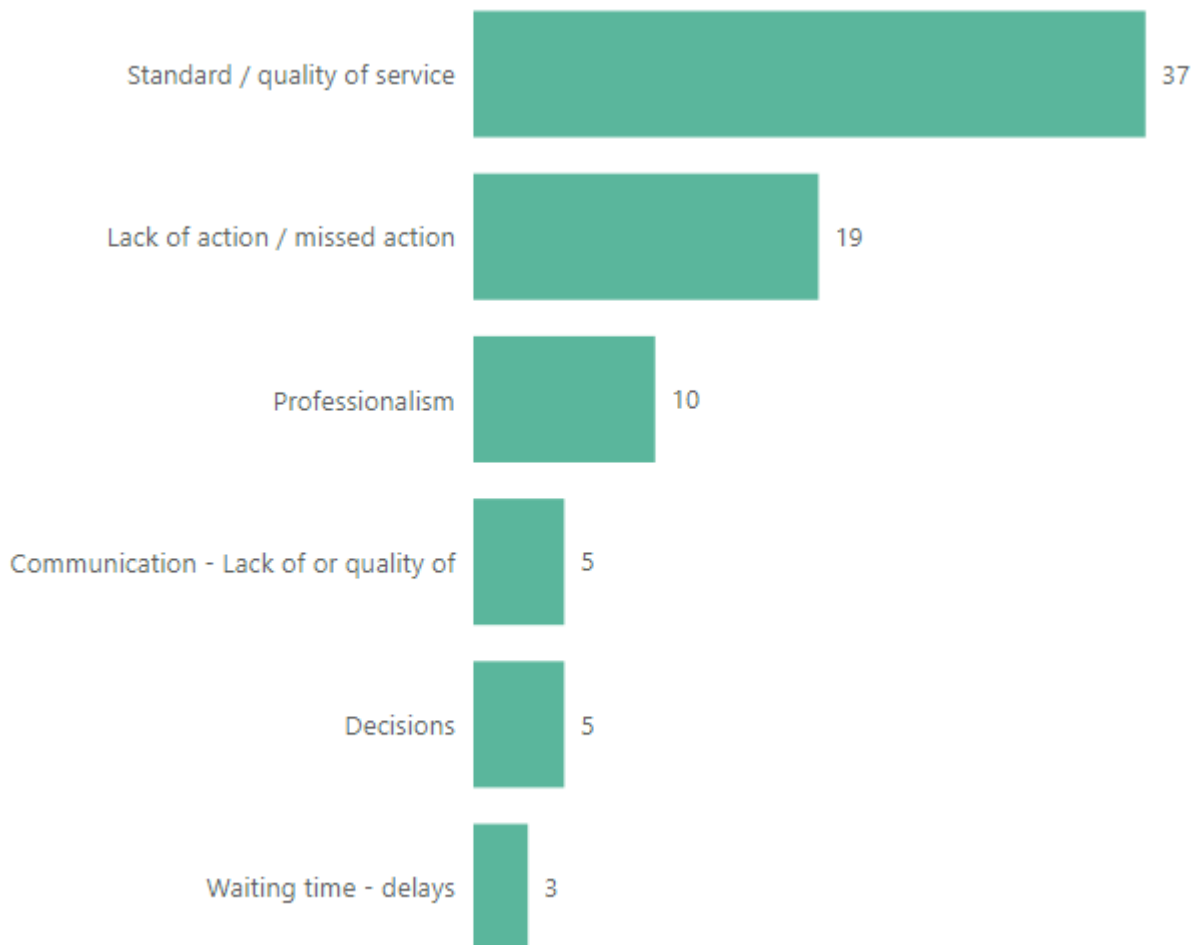
Housing Repairs and Empty Homes



Of the 119 complaints received by Housing Repairs and Empty Homes, the largest category related to the standard and quality of service provided, with 63 complaints. This was followed by waiting time and delays, with 37 complaints and professionalism with 9 complaints. Together, these categories show that the main sources of dissatisfaction are not only the quality of repair outcomes, but also how quickly services are delivered and how clearly customers are kept informed throughout the process.

Front-facing services such as Housing Repairs and Empty Homes often receive the highest volume of complaints because they involve direct and regular contact with tenants and have a visible impact on their day-to-day lives. In the case of Housing Repairs and Empty Homes, the service has a particularly important role in helping to keep tenants' homes safe, secure and in good condition. As a result, if repairs are delayed, communication is unclear, or the quality of work does not meet expectations, the effect is felt immediately by tenants in their homes, making these services more likely to generate complaints than other services.

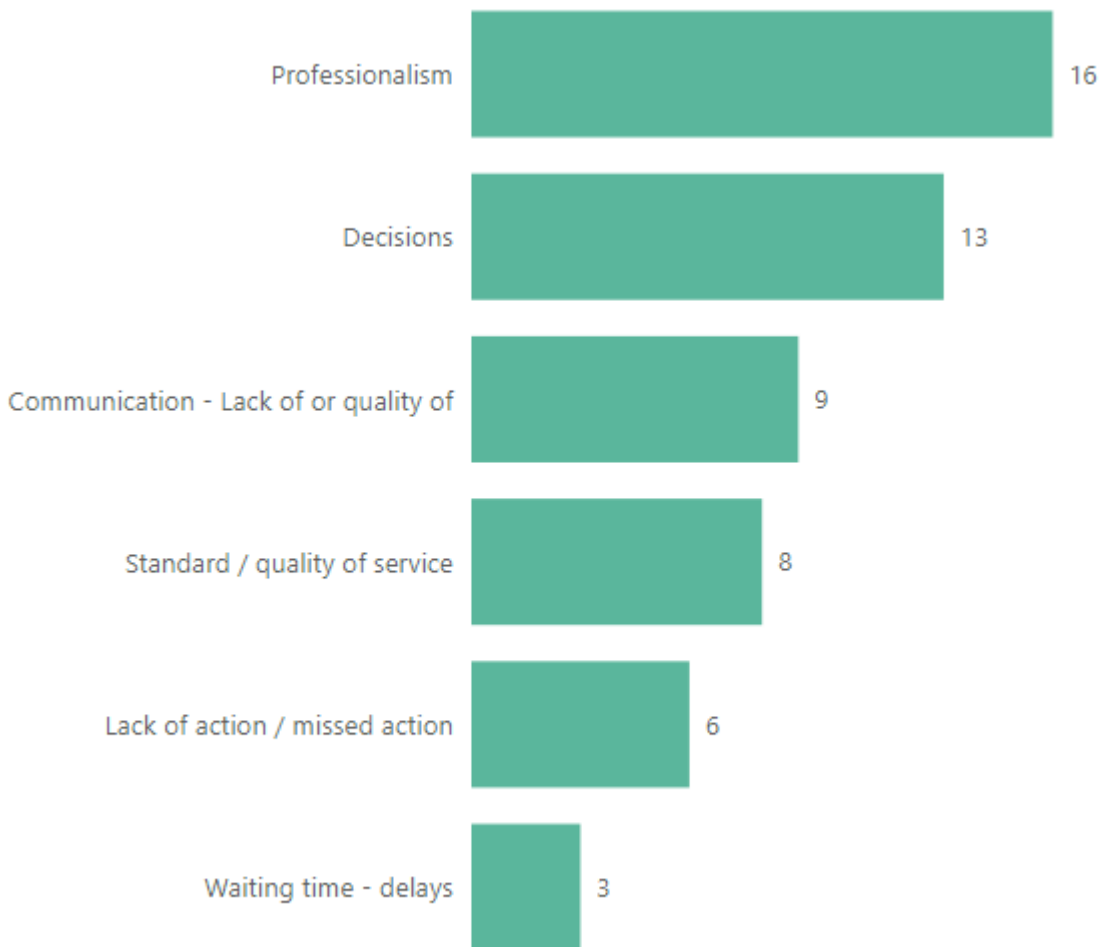
Environmental Services



Environmental Services received the second highest volume of complaints during this half year period. The largest category related to the standard and quality of service, with 37 complaints. This was followed by missed action or lack of action, with 19 complaints, and professionalism, with 10 complaints. Together, these categories suggest that the main causes of dissatisfaction relate to the reliability and quality of service delivery, as well as how customers experience their interactions with staff.

As with Housing Repairs and Empty Homes, Environmental Services is a highly visible front-facing service that forms part of residents' everyday experience across the district. Services such as waste collection, street cleansing and other environmental functions are delivered directly within communities and are often among the most noticeable services the Council provides. This means that when things occasionally go wrong, such as a repeated missed bin, poor service quality or an unsatisfactory interaction, the impact is often immediate and more visible to residents.

Housing Services



Housing Services received the third highest volume of complaints during this half year period. The most common category related to professionalism, with 16 complaints. This was followed by decisions, with 13 complaints, and the lack or quality of communication with 9 complaints. Together, these categories suggest that the main causes of dissatisfaction relate both to how customers experience their interactions with the service and to the housing-related issues being managed on their behalf. Housing Services provides a wide range of support to tenants and, at times, must manage expectations or make decisions that tenants may not agree with. This can affect satisfaction levels and contribute to complaints relating to professionalism and decisions.

1.4. Complaints Response Times

We must ensure policies and processes for handling complaints comply with the Complaint Handling Code. The complaint handling code states that stage 1 complaints should be acknowledged within 5 working days and responded to within 10 working days. It is also stated that responses to complaints should only be extended where there are exceptional circumstances.

The graph at 1.2.1 shows that of the total 350 complaints, 319 of those were acknowledged on time whilst 31 were overdue and acknowledged outside of the 5 working days.

When looking at graph 1.2.2, we can see that response times improved in comparison to acknowledgement times with 335 complaints being responded to within the 10-working day timeframe. 12 complaints were responded to outside of the necessary timeframe and 3 complaints were still in progress at the time of extracting this data for reporting purposes.

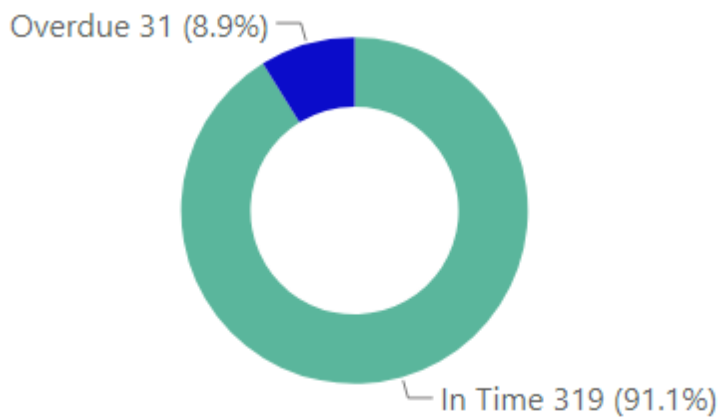


Figure 1.2.1

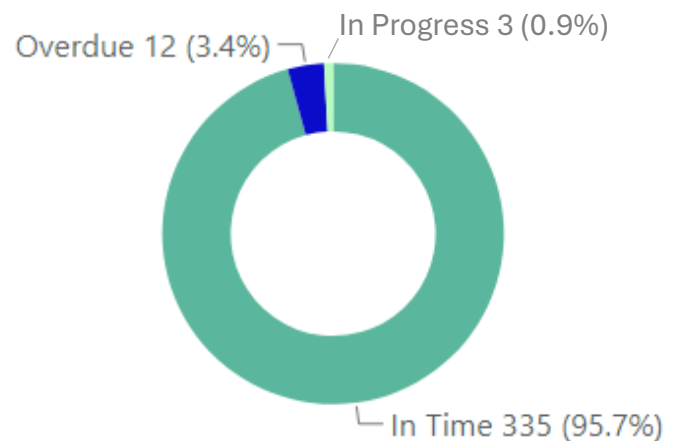


Figure 1.2.2

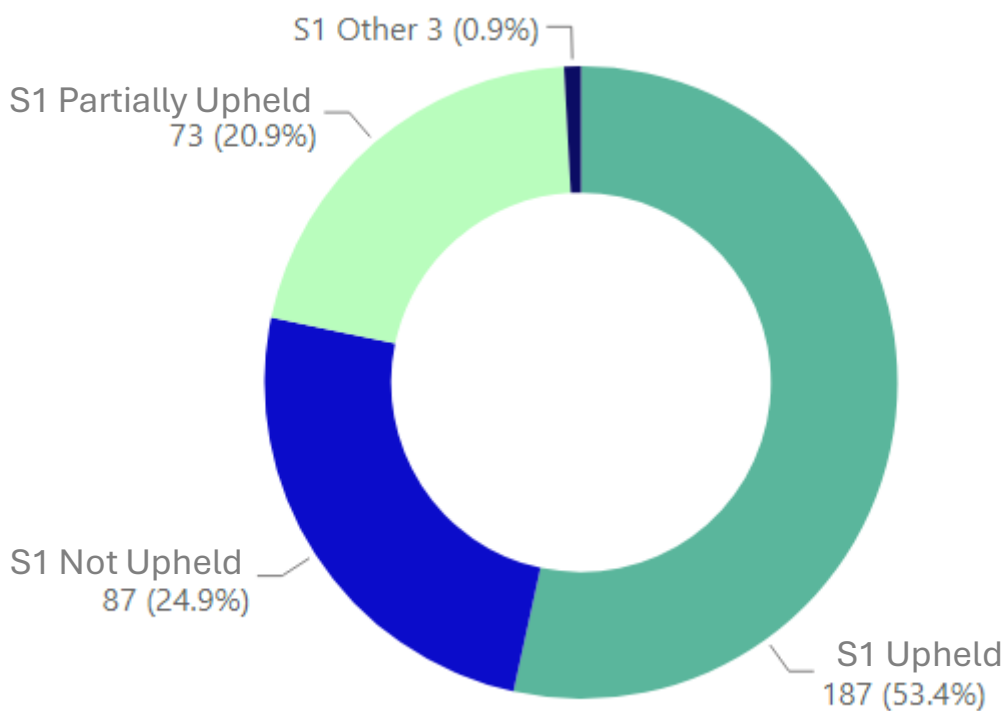
1.6. Complaint Outcomes

Every complaint will have an outcome, which is the result of a thorough investigation and assessment of the complaint and any available evidence. 187 complaints were fully upheld during this period, which is to say all elements of the complaint were deemed to be legitimate cause for a complaint to be actioned and corrective work to be taken accordingly.

87 complaints were not upheld, and this is the opposite of the above, whereby the outcome of the investigation and assessment of the complaint has found that there is no sound basis or evidence of the complaint.

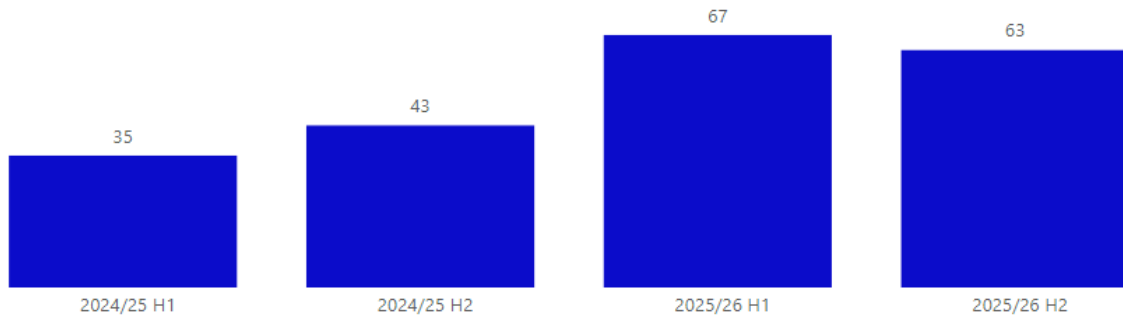
73 complaints were partially upheld, which is where the complaint is made up of multiple elements and the investigation has found that at least 1 or more of the elements of the complaint have been upheld, whilst at least 1 or more of the elements have not been upheld.

There were 3 complaints in which the outcome had not been determined at the point of reporting.



2. Stage 2 Complaints

2.1. Volume of Complaints Received – 2 Year Trend



Over the two-year period, the number of complaints escalating to Stage 2 remained broadly stable across 2024/25, increasing slightly from 35 in Half 1 to 43 in Half 2. In 2025/26, the figure has increased further to 67 in Half 1 which is a 91.43% increase on the same period in 2024/25.

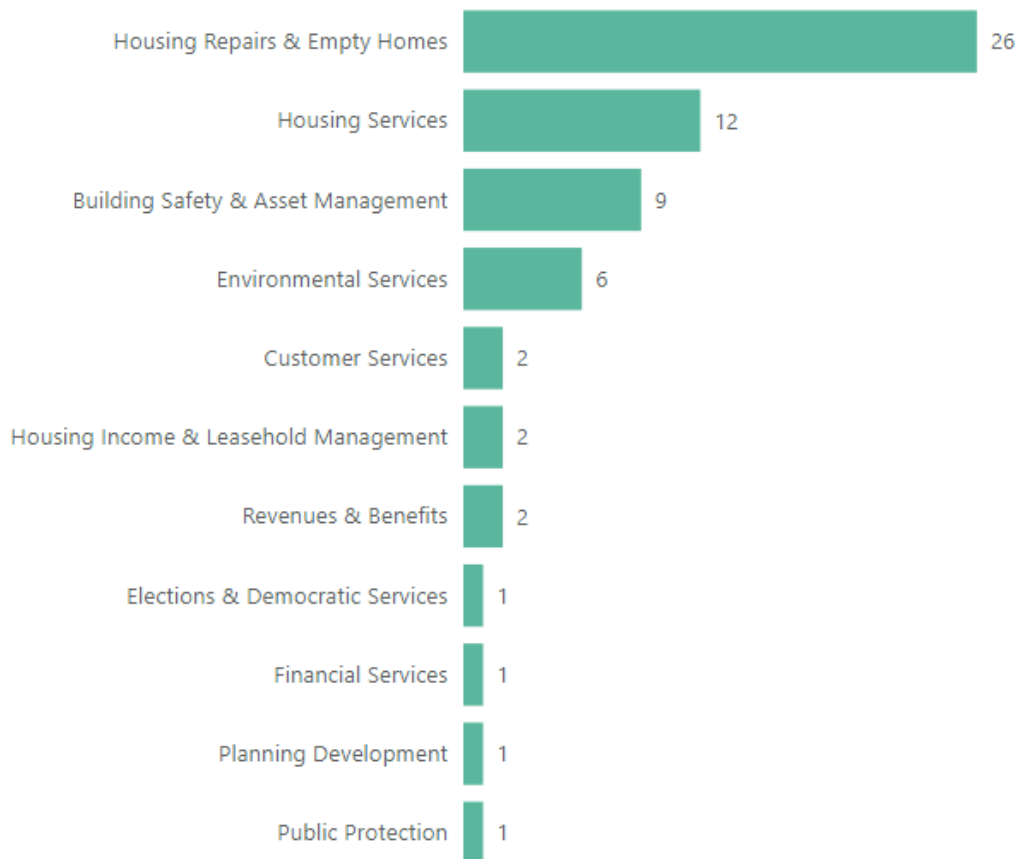
Half 2 saw fewer complaints escalating to Stage 2, with a total of 63 complaints. This is nevertheless an increase of 46.5% against the same period in 2024/25. Taken together, these increases may indicate that a greater proportion of complainants remained dissatisfied with the Stage 1 response or felt that their concerns had not been fully resolved at the first stage. This could suggest underlying issues in the quality, clarity or timeliness of initial complaint handling, or that the complaints being received are becoming more complex and harder to resolve early. The continued rise in escalations should therefore be monitored closely, as it may point to a need for stronger resolution at Stage 1 and further learning from recurring complaint themes.

2.2. Stage 2 Complaints Received by Category



Analysis of Stage 2 complaints by category shows that the most common issue was standard / quality of service, with 29 complaints. This was also the most common category at Stage 1, suggesting that dissatisfaction with how services are delivered remains the main driver of escalation. The second most common Stage 2 category was waiting time/delays, with 12 complaints, which was also the second highest category at Stage 1. The third most common Stage 2 category was decisions, with 9 complaints. Overall, this suggests that the main reasons complaints progress to Stage 2 are consistent with the issues raised at Stage 1, particularly where customers remain dissatisfied with service quality and timeliness.

2.3. Stage 2 Complaints Received by Business Unit



The complaints received, organised by Business Unit outlines the spread of complaints across the Council, naturally those services who are front facing receive the highest volume of complaints. With Housing Repairs and Empty Homes receiving 26 complaints in total, Housing Services received 12 complaints, and Building Safety and Asset Management received 9 complaints. These three business units accounted for 75% of the total complaints received during this half year period.

2.4. Stage 2 Complaints Response Times

The complaint handling code states that stage 2 complaints should be acknowledged within 5 working days and responded to within 20 working days. It is also stated that responses to complaints should only be extended where this is reasonable to do so.

The graph at 2.4.1 shows that of the total 63 complaints, 60 of those were acknowledged on time whilst 3 were still in progress at the time of reporting.

When looking at graph 2.4.2, we can see that response times improved in comparison to acknowledgement times with 59 complaints being responded to within the 20-working day timeframe. 3 complaints were responded to outside of the necessary timeframe and 1 complaint was still in progress at the time of extracting this data for reporting purposes.

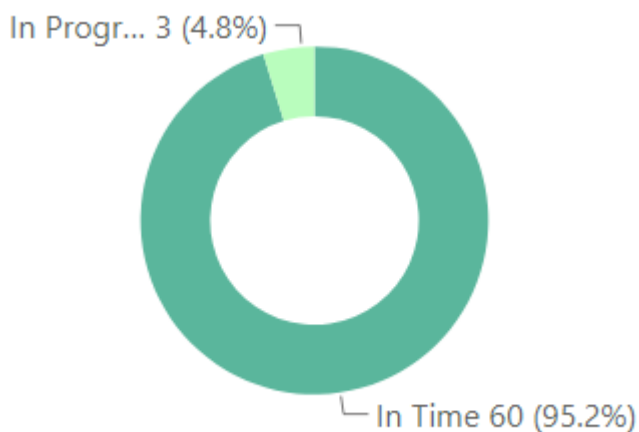


Figure 2.4.1

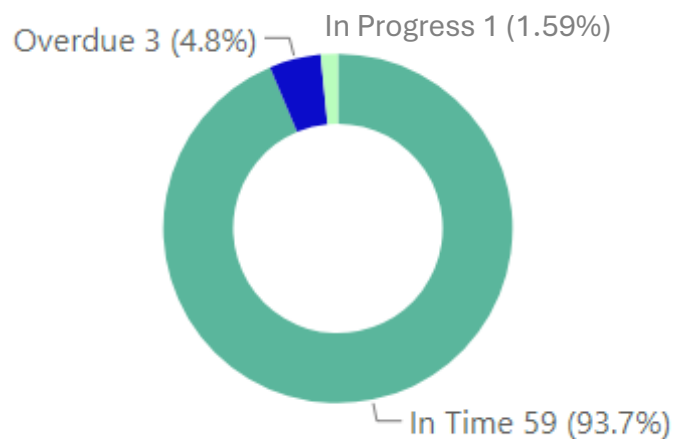


Figure 2.4.2

3. Ombudsman Complaints

Between 1 October 2025 and 31 March 2026 we received six new enquiries from the Housing Ombudsman and four from the Local Government and Social Care Ombudsman. The tables below, summarise the details of these complaints.

Three of the Housing Ombudsman complaints are waiting to be assessed. The Housing Ombudsman is experiencing a high demand for its service which mean new cases are taking up to eight months to be assessed.

The other three cases assessed by the Housing Ombudsman were returned to us to deal with as complaints.

Three of the LGSCO cases were either closed after their initial enquiries or classed as premature. Regarding the fourth one, the decision was received after 1 April 2026 and will be included in the 2026/27 Half 1 Feedback report,

Where the Ombudsman have published their decisions, the links are included in the table.

Local Government and Social Care Ombudsman Complaints

Date received	Nature of Complaint	Ombudsman Stage/Decision
27 October 2025	Incident at A4T	Closed after initial enquiries - no further action 25 013 495 - Local Government and Social Care Ombudsman
3 November 2025	Issues with how works were carried out at Council property which impacted adjoining privately owned property	Closed after initial enquiries - out of jurisdiction
24 December 2025	Visibility of licence application notice	Closed after initial enquiries - no further action 25 016 895 - Local Government and Social Care Ombudsman
15 January 2026	Code of conduct This is relating to two complaints submitted to the LGSCO	As the decision for these was made after 31 March 2026, this will be included in the 2026/27 Half One report.

Housing Ombudsman Complaints Decisions

For the financial year 2024/25, the Housing Ombudsman has published 2 decisions, both of which were upheld. New Ombudsman Complaints Between 1 April 2025 and 30 September 2025, we received eight new enquiries from the Housing Ombudsman and none from the Local Government and Social Care Ombudsman and Ombudsman. The table below, summarise the details of these complaints. Five are waiting for the Housing Ombudsman to progress and three have been closed.

Date received	Nature of Complaint	Ombudsman Stage/Decision
5 November 2025	ASB	Waiting allocation to Casework and Assessment Team
20 November 2025	Variety of issues <ul style="list-style-type: none"> - Damp and mould - Leaks - Communal area cleaning - ASB 	Closed – the Council to deal with it as a complaint.
10 December 2025	Kitchen unsuitable for needs	Presume closed – the Council to deal with it as a complaint
30 January 2026	Outstanding works following a burst pipe	Waiting allocation to Casework and Assessment Team
23 February 2026	Invoicing of utilities in a new build property	Waiting allocation to Casework and Assessment Team
25 February 2026	Repairs and damp and mould	Presume closed – the Council to deal with it as a complaint

Decisions received during Half 2

Between 1 October 2025 and 31 March 2026 we received decisions on three complaints which were received by the Ombudsman prior to 1 October 2025.

Date outcome received	Nature of Complaint	Determinations, Actions and Recommendations
29 September 2025	This complaint was regarding our response to damp and mould.	The Ombudsman determined that we had offered redress to the tenant which resolved the complaint. Newark and Sherwood District Council (202438422) - Housing Ombudsman
17 December 2025	Delays in completing works to bathroom	Service failure due to the resident being significantly impacted by the delayed bathroom work. Reasonable redress in the handling of the complaint. This issue was first raised in 2024. Since then, significant improvements have been made to the complaints process including the recruitment of a complaints coordinator to support the complaints process. Likewise, improvements have been made to the repairs service

		Newark and Sherwood District Council (202511147) - Housing Ombudsman
27 March 2026	Repairs and poor water quality.	<p>We received this enquiry from the HO in August 2024 and they issued their decision in April 2026.</p> <p>The HO publishes their decisions three months after the final decision date.</p> <p>The case was regarding repairs and poor water quality.</p> <p>The HO found maladministration in our response to the reports of brickwork repairs and reports of poor water quality,</p> <p>No maladministration in response to the complaint handling.</p> <p>Since this complaint being escalated to the Housing Ombudsman almost two years ago there have been many enhancements to our repairs and complaints service which hopefully result in such situations not arising again.</p>

The Housing Ombudsman has published its Business Plan for 2026–27, setting out how it intends to respond to increasing demand and provide faster, fairer outcomes for residents. The plan highlights the significant growth in the number of cases accepted for investigation over recent years. In 2020–21, the Ombudsman accepted 2,253 cases; by 2025–26 this had increased to more than 13,000, representing a rise of almost 500%. The Ombudsman is forecasting a further 60% increase during 2026–27.

Without further action, the Ombudsman anticipates that caseloads could exceed 21,000 by the end of 2027–28. This reflects wider pressures across the housing sector, where complaints continue to increase and where residents are more frequently escalating concerns when they remain dissatisfied with the response provided by their landlord.

In response, the Business Plan sets out a phased approach focused on three main priorities: preventing the number of open cases from continuing to grow, resolving older cases more quickly, and improving the speed at which residents receive outcomes. These priorities are intended to reduce delays within the Ombudsman’s service while supporting earlier and more effective resolution of complaints.

To support this, the Ombudsman plans to increase its caseworker capacity by almost 80 posts and invest in digital systems to improve efficiency. It will also seek to resolve less complex cases at an earlier stage, helping to reduce waiting times for residents. New casework targets have been introduced, with an expectation that 80% of cases will be resolved within 12 months and that no case will exceed 18 months. To fund these changes, the landlord membership fee will increase from £8.03 per property in 2025–26 to £9.64 in 2026–27. A further increase to £10.56 per property is proposed for 2027–28, subject to consultation.

The Annual Complaints Review explains how landlords manage housing complaints each year. It shows the issues residents raise and how landlords respond. It also highlights where services need to improve. The 2025/26 report is yet to be published at the time of writing but will be noted in future reports.

4. Suggestions and Praise

Praise

During Half 2, the Council received 121 comments of praise, reflecting positive customer experiences across a wide range of services. Praise was most frequently received for Planning Development, Customer Services, Waste and Transport, Housing and Estate Management, and Housing Maintenance and Asset Management Repairs. The feedback shows that customers particularly valued staff who were helpful, professional, responsive, empathetic and proactive, as well as services that were delivered quickly, efficiently and with clear communication.

Business unit	Praise Received
Planning Development	33
Customer Services	17
Waste & Transport	16
Housing & Estate Management BM	16
Housing Maintenance & Asset Management Repairs	15
Street Scene/Grounds Maintenance	11
Housing Maintenance & Asset Management Assets	3
ICT	2
Housing Income & Leasehold Management	2
Environmental Services	2
Housing Maintenance & Asset Management Compliance	1
Planning Development / duplicate entries recorded	3
Total	121

The praise received during Half 2 can be grouped into several clear themes:

- **Prompt and efficient service delivery:** Many customers praised teams for responding quickly to requests, including waste collections, fly-tipping removal, street cleaning, repairs, planning decisions and housing-related matters. Customers often highlighted that issues were resolved faster than expected, sometimes within the same day or within 24 hours.
- **Professionalism, helpfulness and courtesy:** A strong theme across the feedback was appreciation for staff who were polite, respectful, knowledgeable and easy to deal with. This was particularly evident in comments about Customer Services, Planning Development, Housing Repairs and Waste crews.
- **Going above and beyond:** Several compliments referred to staff taking extra steps to support customers, such as assisting vulnerable residents, returning to collect missed bins, helping customers

complete online forms, offering reassurance during stressful housing situations, or providing additional explanation and advice.

- **Clear communication and reassurance:** Customers valued staff who explained decisions clearly, kept them updated, responded promptly and helped reduce confusion or anxiety. This was especially evident in planning, housing, customer services and repairs feedback.
- **Quality of workmanship and service outcomes:** Repairs, maintenance, street scene and waste teams were praised for high-quality work, cleanliness, thoroughness, and leaving homes or public spaces in a better condition.
- **Empathy and support during difficult circumstances:** Some praise related to staff supporting residents during distressing or sensitive situations, including housing insecurity, health-related vulnerabilities, end-of-life circumstances, and challenging customer interactions. These comments show the importance of compassion and person-centred service delivery.
- **Positive relationships with external partners and applicants:** Planning Development received a high volume of praise from applicants, agents and developers who valued the team’s pragmatic, constructive and proactive approach. Several comments compared NSDC favourably with other local authorities.

Overall, the praise received in Half 2 demonstrates that customers place significant value on responsiveness, professionalism, empathy, clear communication and practical problem-solving. It also highlights strong examples of good practice across front-facing services, particularly where staff take ownership, provide reassurance and deliver timely outcomes.

Suggestions

During Half 2, 19 suggestions were received, covering a range of service areas and customer experience issues. The highest number were assigned to Customer Services, which received 7 suggestions, followed by Waste Development with 3 suggestions. The remaining suggestions were spread across Waste and Transport, Planning Development, Street Scene/Grounds Maintenance, Corporate Property, Housing Repairs, and Public Protection/CCTV/ASB. Overall, the feedback provides useful insight into how customers experience Council communications, access routes, operational service delivery, public realm maintenance and local infrastructure concerns.

Business unit	Number of suggestions
Customer Services	7
Waste Development	3
Waste & Transport	2
Planning Development	2
Street Scene/Grounds Maintenance	2
Corporate Property	1
Housing Maintenance & Asset Management Repairs	1

Public Protection/CCTV/ASB	1
Total	19

The suggestions can be grouped into several broad themes:

- **Communication, accessibility and inclusive contact methods:** Some feedback highlighted the need to make Council communications clearer and more accessible, particularly for residents who may struggle to read or write. Suggestions included using telephone contact where appropriate and improving how important letters are presented so they are not mistaken for junk mail.
- **Waste and recycling information:** A recurring theme was the clarity and usability of recycling information. Customers queried recycling letters, sticker wording, collection calendars, and the acceptability of shredded paper. This suggests an opportunity to review the wording, visibility and consistency of waste communications to reduce confusion and avoid avoidable contact.
- **Service frequency and operational improvements:** Some suggestions related to how services are delivered, including requests for more frequent glass collections, recycling bins in the town centre, improved bulky or bin collection arrangements, and better management of vehicle movements where Council vehicles are damaging grassed areas.
- **Public realm, highways and safety concerns:** Several suggestions focused on local environmental quality and safety, including railings, parking visibility, speeding, drain covers, dead trees, pavements, and town centre recycling facilities. While some issues may sit partly outside District Council responsibility, they reflect customer concern about the condition, safety and appearance of local places.
- **Digital access and process improvement:** Feedback about the non-emergency repairs reporting route and quarterly paper-based lottery returns suggests customers are looking for simpler, more efficient and more environmentally friendly ways to interact with the Council.
- **Policy or regulatory change requests:** A small number of suggestions related to wider policy issues, including blue badge parking arrangements and controls around fireworks. These may require further consideration because they involve policy, enforcement powers or responsibilities shared with other organisations.

Overall, the suggestions show that customers are using the feedback route to propose practical improvements to Council services, communication and local environments. The strongest themes relate to clearer communication, easier access to services, improved recycling guidance, environmental/public realm improvements, and concerns about local safety and infrastructure.

5. Satisfaction with Complaints Handling

This section of the report details our review of all complaints, excluding Housing related complaints, closed from October 2025 to March 2026. The process involves identifying appropriate complaints to review with the customer, the object of the contact being as follows:

1. to establish the customer's satisfaction with the complaint outcome and process;
2. to address any outstanding actions or new issues for the customer;
3. to gather learning for continuous improvement.

Complaints closed October 2025 to March 2026 inclusive: selected for review

Service	Contact made with customer
Council Tax	5
Corporate Property	3
Legal	1
Licensing	2
Public Protection	1
Street Scene	2
Waste Development	2
Waste & Recycling	27
Total	43
For comparison, during 2025 - 2026	29

Satisfaction with complaint outcome and process

Outcome		Process	
Satisfied	23	Satisfied	20
Partly satisfied	9	Dissatisfied	9
Dissatisfied	9	Couldn't recall	4
Unknown/NA*	2	No comment	10
Total	43		43

* Noise monitoring equipment being requested was no longer required; customer was unaware of outcome because response letter wasn't received.

Actions completed for customers because of the review

Follow-up action	No.
Resent response letter	3
Progressed the complaint to Stage 2	1
Investigated/confirmed further information to customer	3
Provided information during the review call	1
Progressed actions for customer	4
Progressed actions for customer/call back re progress	5
Circulated concerns/suggestions from customer	10
Total	27

Feedback from reviews

Customers consistently acknowledge their appreciation for the review call, even if they are unhappy with the complaint outcome and/or process.

- “In this day and age of dwindling customer service it’s appreciated to get a call from someone asking if they can do more to help.”
- “Thank you for caring and taking it seriously.”

The review also highlighted positive feedback for officers who handle the complaints. Some excerpts have been included below:

- Transactional Finance: ‘He was incredible.’
- Council Tax: ‘She was fantastic.’
- Street Scene: ‘Once he was on the case, all went well.’
- Customer Services: ‘The advisor was excellent.’
- Waste & Recycling: ‘He couldn’t apologise enough.’
- Corporate Property: ‘He went over and beyond to deal with it.’

Housing Complaints Satisfaction

Satisfaction with housing complaints is measured through a separate process from the wider complaints review activity set out above. Housing complaint satisfaction surveys are carried out by an external contractor to provide independent feedback on customers’ experiences of the complaints process. Contact is attempted with all complainants, except where a customer has opted out of being contacted for survey purposes. To support response rates, particularly where overall volumes are relatively low, the contractor will make up to two attempts to contact each customer before closing the survey attempt.

The surveys are completed by telephone and ask customers a series of questions about key aspects of complaint handling, including the timeliness of the response, the attitude and helpfulness of staff, and satisfaction with the final outcome. This helps to provide a more rounded view of the customer experience and supports learning about what is working well and where further improvements may be required.

For the period October - March 2026 satisfaction rates recorded were 66% for handling of complaints and 64% for overall satisfaction with complaints. This is a year-to-date accumulative figure so applies for the whole year as well as the 6 monthly position.



Report to: Policy & Performance Improvement Committee – 6 July 2026
 Director Lead: Deborah Johnson, Director of Local Government Reorganisation
 Lead Officer: Rowan Bosworth-Brown, Senior Transformation & Service Improvement Officer

Report Summary	
Report Title	Community Plan Performance for Quarter 4
Purpose of Report	To present the Quarter 4 Community Plan Performance Report 2025/26 (1 October – 31 December 2025)
Recommendations	That the Policy & Performance Improvement Committee: <ul style="list-style-type: none"> a) review the Community Plan Performance Report attached as Appendix 1; b) review the Annual Performance Report attached as Appendix 2; c) review the compliance report attached as Appendix 3; and d) consider the Council’s performance against its objectives highlighting any areas of high performance and identifying areas for improvement.
Reason for Recommendation	To ensure that the Policy & Performance Improvement Committee are aware of all relevant performance updates in line with the Community Plan.

1.0 Background

1.1 We continue to deliver an approach to performance that is used to drive improvement rather than being simply used as a counting device. We are doing this by analysing data and progress against key activities as well as building a picture of the context of performance using district statistics, customer feedback and workforce information.

1.2 **Appendix 2** is a new document and has been introduced for the first time this year. It was developed in response to feedback from last year. It is designed to enhance how we present data, particularly for KPIs that are calculated as rolling snapshots and only display a single quarters data in isolation. To address this, the appendix will now show the average performance of those KPIs across all four quarters, offering an outturn position. The annual KPIs, which are collected and reported once a year in Q4, are also included within this appendix for a comprehensive annual overview.

1.3 The development of this report details the Quarter 4 performance and includes activities delivered within the quarter.

2.0 Proposal /Options Considered

2.1 That the Policy & Performance Improvement Committee review the Quarter 4 Community Plan Performance report (**Appendix 1**), the Annual Performance Report (**Appendix 2**) and the Compliance Report (**Appendix 3**).

3.0 Implications

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

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

This document or its appendices contain content generated by Artificial Intelligence (AI). AI generated content has been reviewed by the author for accuracy and edited/revised where necessary. The author takes responsibility for this content.



**NEWARK &
SHERWOOD**
DISTRICT COUNCIL



Community Plan Performance Report

2025 – 26 Q4

**1 January -
31 March 2026**

Introduction

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

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

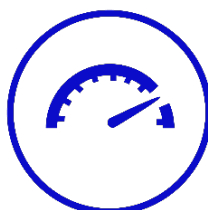
Our performance framework complements the Community Plan by detailing how we will measure the success of our ambitions through key performance indicators, utilising both qualitative and quantitative data.

This report evaluates the Council's performance against the Community Plan, focusing on key services and activities from **1 January – 31 March 2026 (Quarter 4)**. Understanding our performance enables us to promote good practices, ensure quality service delivery, and identify areas for improvement. The Council's performance is measured in four parts, three of which are detailed within this report. The fourth part, Our Customers, is reported twice a year in our Customer Feedback Report.



Our District

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



Our Performance

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



Our Workforce

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

Our District



About Newark and Sherwood (2021 Census)

A resident population of 122,956 (14.9% of Nottinghamshire’s population). There are 53,332 dwellings in the district, 38.5% are owned outright, 31.3% are owned with a mortgage or loan, 13.9% are socially rented, 16.3% are private rented around 10% directly owned by the Council. 92.7% of the district population were born in the UK.

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

Performance of our district

This data tells us something about our district in **Quarter 4 2025-26**. Most of these indicators are not factors we can directly affect, only influence, but they add context to the work we undertake.

Newark: The town saw a notable increase in footfall during Q4, bucking the usual trend of declining visitor numbers at the start of the year. The ‘Garden of Light’ installation on 7th March was particularly impactful, drawing approximately 3,000 evening visitors and resulting in the Market Place being 86.6% busier than the average Saturday evening. Other events, such as the ‘Junkbots’ science festival during

February half term, also contributed to peak activity. Fridays remained the busiest day of the week, with Thursday 19th February (during half term) standing out for high attendance. The upcoming installation of the Knife Angel and the Easter Trail are expected to further support visitor numbers in the following months.

Southwell: Footfall in Southwell benefited from community engagement activities, despite being affected by a major police incident on Friday 16th January which temporarily restricted pedestrian access. Tuesdays were consistently the busiest weekday. The town is preparing for the ‘Helios’ installation at Southwell Minster, an event which will see the touring art piece from UK artist Luke Jerram displayed from 29 July – 15 August. The artwork features 72dpi detailed imagery of the Sun’s surface. At an approximate scale of 1:200 million, each centimetre of the internally lit spherical sculpture represents 2000km of the Sun’s surface. This installation is anticipated to drive further interest and visitors. Southwell also submitted a Town of Culture bid, aiming to secure future investment and enhance its cultural offer.

Edwinstowe: Visitor numbers in Edwinstowe were subdued in January and February, largely due to persistent rainfall and associated flood warnings, which discouraged visits to outdoor attractions like Sherwood Forest. Nevertheless, the busiest days coincided with periods of minimal rainfall, highlighting the impact of weather on local footfall. The town is set to host the ‘Gathering of the North’ at Forest Corner in May, providing opportunities for recovery and growth in visitor numbers. **Ollerton:** Ollerton experienced robust year-on-year growth in footfall throughout Q4, with increases of 7.8% in January, 9.4% in February, and 4.6% in March compared to the previous year. Fridays remained the busiest day for visitors, and local initiatives through the Pride in Place funding call are supporting event organisers to maintain and build on these positive trends.

Average Daily Footfall

	Newark	Southwell	Edwinstowe	Ollerton
January	6,550	2,034	1,744	2,373
February	6,883	2,120	1,827	2,506
March	6,875	2,127	1,917	2,500
Q4 Average	6,769	2,094	1,829	2,460

Our District



Exploring our performance.

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



Interactions with the Council

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

- **4,154 face-to-face** contacts were held at Castle House, a **9.2% decrease** when compared to the same period last year.
- **26,265 calls** were received by the contact centre, a **8.15% decrease** when compared to the same period last year.
- **28,917 digital web form transactions** were completed by our customers, a **1.61% increase** when compared to the same period last year.

We welcomed **365,854 unique website users this quarter**, which means so far this year there have been 1,688,622 unique visitors to our website. This is more than 3 times our targeted rate of 475,000. As part of the transition to our redesigned website, teams have been reviewing web content and self-service forms to make information easier for customers to find and use. This work is helping ensure support is available through a range of channels, so customers can choose the option that suits them best. In turn, this helps reduce pressure on telephone lines and face-to-face appointments, improving waiting times and preserving in-person support for those who prefer it. We also measure **our reach and engagement with the posts we share to our social media accounts** to ensure what we are sharing is what our residents want to see and be made aware of – our engagement rate so far this year was above expectations at **6,643,645 engagements**, compared to a target of 1,000,000. **5,351 residents subscribed to our e-newsletters**, below our target by **10.82%**.

Local Government Reorganisation

In December 2024, the Government released the English Devolution White Paper which outlined ambitions to begin a period of structural change to Local Government across England. The aim of this structural change is to transition from a two-tier system to a single tier system (also known as a Unitary Authority) of Local Government, which will be responsible for all local services in an area. In February 2025, the Government invited Councils to submit proposals for new Unitary Authority structures, which were received at the end of November 2025. The submissions aim is to create more



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

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



In order to support local communities to develop the necessary skills to benefit from the pipeline of major infrastructure developments, we have developed an Employment & Skills Board. This board includes key partners like the Colleges, Department for Work and Pensions, Nottinghamshire County Council, training providers, as well as employers. The Board aims to steer, influence and support learning and training for improved qualifications, employment and positive destinations. The delivery of training and learning using Adult Skills Fund accessed through training providers, is designed by local need. We have also developed a Land Management Group which specifically works with local Further Education providers and Independent Training Providers to support pathways to qualifications and employment in the land management sector, which is a unique selling point for local provision and need.



We have been working to maximise local economic opportunities in green and land management sectors, through the development of a Land Management Advisory Group.

The group met in March which was the third meeting of the group. This has now expanded to include representatives from the Careers Hub which sits within East Midlands Combined County Authority (EMCCA) and from the Feel Good Gardens Community Interest Company.

Tackling Skills Gaps for Young People

The survey went out to students aged 15-17 from Newark Academy and 140 survey responses were received. The key findings included:

- The majority of students had not heard of land based careers and 75% did not know anyone working in the sector
- The results showed that overwhelmingly respondents associated land based careers with Farming and agriculture. There was a very low awareness of other areas e.g horticulture, animal care, machinery/engineering
- Students feedback suggested working with animals and using technology/machinery was of greatest appeal
- There were some gender differences noted, with boys showing the greatest interest in technology and machinery; with environment-related roles ranking lower. Girls showed the greatest interest in working with animals, followed by environment related roles also being strongly represented

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- The results also outlined some of the barriers young people perceive when thinking about careers in land management. This included the perception of low pay, a lack of information on careers in the sector and the belief that there are not job opportunities within the sector
- In terms of what the results showed were motivators for pursuing a career in land management sectors, higher pay featured, as well as the appeal of working with animals and clear career progression routes
- 30% of respondents were not interested at all in a career in the sector, while the majority were somewhat interested or neutral- indicating an opportunity for engagement

In Quarter 1 we will be meeting with the Careers Hub Lead (EMCCA) to discuss how to promote land management careers across schools and how to embed this within the curriculum due to rurality of the district. Our partner agencies have confirmed that school visits are possible, plus attendance at the annual Future First Careers Expo already takes place. We are also in discussion with Newark Showground representative to have a stand for 2027, which will help to showcase careers in land management sectors.

Our Community Plan sets out our ambition to deliver **regeneration within Ollerton Town Centre** and this quarter we have made progress towards delivering on that ambition. We reported last quarter that we were working towards the planning application being considered by the Committee in spring, since then the application was approved in March 2026.

The works to identify a cinema operator have continued this quarter, with a preferred cinema operator now identified. Negotiations on the fit out for the cinema and contractual agreements are now being undertaken. Following on from this point, work starts in order to secure a construction contract and mobilisation for development.



CGI Illustration of Ollerton Town Centre Regeneration

Continue to progress the Clipstone regeneration scheme, via a 3 phased approach. We have undertaken a further procurement process as part of phase 1, to secure a development partner following necessary changes to the project. We are expecting to secure a development partner by Autumn 2026 and the development is expected to reach completion by March 2028. Phase 2 completed Royal Institute British Architects (RIBA) Stage 2 – Concept Design, which is the stage which focuses on developing initial design ideas based on the project brief, exploring various design options, and creating visual representations of the project's potential. We are continuing to work with Clipstone Miners Welfare, who are the project lead for phase 2 to proceed into RIBA stages 3 – Spatial Coordination and 4 – Technical Design. The project team have undertaken some initial market testing and are developing a robust cost plan. Work on phase 3 has continued and updates can be expected on how this is progressing in future quarters.

The project to redevelop the Clipstone Holdings site with high quality, environmentally sustainable industrial units continues to progress, with the revised procurement process underway. Once the tender returns have been evaluated and the contract has been awarded, we are expecting that the works will begin on site in Winter 2026. The anticipated project completion date is March 2028.

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



Quarterly Indicators	23/24 Q4 Value	24/25 Q4 Value	Quarter 3 25/26	25/26 Q4 Value **	Performance Trend*	Target 25/26
Newark Beacon - % of occupied units	80.0%	79.0%	97.0%	97.0%	=	83.0%
Commercial Property - % occupied units	98.0%	96.3%	98.0%	98.0%	=	95.0%
Sherwood Forest Arts and Crafts - % of occupied units	100.0%	95.0%	100.0%	100.0%	=	95.0%
% of planning applications (major) determined within statutory timelines	92.3%	33.0%	100.0%	92.8%	↓	90.0%
% of planning applications (non-major) determined within statutory timelines	94.4%	93.6%	91.3%	91.5%	↑	90.0%

*Performance trend indicates whether KPIs this quarter have improved, declined, or remained the same compared to the previous quarter. This information allows readers to identify trends, analyse possible underlying causes, and use these insights as a reference for resource allocation, strategic planning, and establishing future performance targets.

**Where the current quarter appears more favourable than the previous quarter, but is indicating a downward trend, this is due to the use of year-to-date indicators. Year-to-date indicators present cumulative performance for the year, whereas the performance trend analyses each quarter independently.

Exploring our performance: Planning performance strengthened in Quarter 4, with the Business Unit determining 14 major applications and achieving 92.8% within the 13-week target or agreed extension of time. This represents a significant improvement compared with Quarter 4 of 2024/25, when performance for major applications was 33.0%. As previously reported, performance in this area can fluctuate due to the complexity of individual schemes, the level of negotiation required, biodiversity net gain considerations and the need to complete section 106 planning obligations, all of which can affect determination times. Performance for non-major applications also improved, with 152 applications determined during the period and 91.5% completed within the 8-week target or agreed extension of time. Taken together, these results indicate a positive quarter for development management, with improvement evident across both major and non-major application categories.

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



We are undertaking stock condition surveys for Council Housing and private rented stock and we will use the findings to develop investment and improvement plans.

Within our Council homes, over 95% of stock condition surveys are now complete with just 280 properties left to carry out. These remaining properties should be complete by September 2026.

Within the private rented sector, the countywide stock condition survey project is continuing. We reported last quarter that the data sets were in the process of being reviewed and report development would begin this quarter. Timescales for desktop data sets and validation of data provided by all councils has been under discussion and these are being checked against existing national databases.



Renew Council homes' heating systems to improve affordability for tenants and reduce carbon emissions in line with government funding opportunities.

We're pleased to report that we have been successful in our bid for additional funding through the warmer Homes Social Housing Grant Fund. This has unlocked £5.5 million to spend on property upgrades over the next 2 years, and we're targeting all properties using fossil fuels and those with EPC ratings of E, F & G first of all. By taking this approach the funding will have a greater impact on those living in the worst rated properties and will support with the associated fuel costs.

We continue working to deliver the Housing Strategy, 2023-2028. Key activities to increase the supply of housing this year have included:

- Our work with Arc4, to undertake a housing needs survey across the district. Data insights gathered from the survey will inform housing policy, support negotiation with developer to deliver affordable housing, and help identify the types, location and tenures required by residents now and in the future.
- In addition to revising the housing needs survey, our teams have been working together to bring forward supplementary planning documents – the Affordable Housing, and Developer Contributions. These documents are currently being consulted upon, and if adopted, will strengthen the approach to securing both affordable housing and developer contributions in negotiations with developers on housing schemes.
- During the year we also continued to deliver affordable housing directly, through its Housing Revenue Account Development Programme, completing a further nine units in the year.

Our new Housing Management System, NEC, continues to be embedded across our Housing services. We have a cross functional NEC project team, who remain focused on working hard to drive system improvements, resolve any issues as they arise and are continuing to work closely with the software provider. This work includes progressing into the next project phase of system functionality.



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



Deliver phase 6 of the Council house building programme, which will provide circa 50 new Council homes. During 2025-26, we delivered an additional 9 affordable homes through its development programme. Additionally, there are a number of units on site currently, which consists of 5 properties at Bowbridge Rd, Newark, 10 at Lowfield Lane, Balderton, 5 at Church Circle, Ollerton and 8 at Station Road, Collingham. This is in addition to the properties being delivered through the regeneration of the Yorke Drive estate.

We remain committed to **meeting social housing regulatory standards and have been actively preparing for the upcoming inspection of our Housing Services by the Regulator of Social Housing**, which took place between 29th April and 1st May. Since then, teams have been working diligently behind the scenes, gathering and submitting all the necessary data and information for the Regulator's assessment. We are now awaiting the Regulatory judgement, which we are due to hear about during Quarter 2, we will share the findings of this judgement as well as details of the work we're undertaking to continue to drive improvements within our housing services in future reports.



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

Lowfield Lane in Newark, consisting of 132 units has seen the successful appointment of Lovells as the construction partner. All necessary pre-commencement planning conditions have been successfully discharged and works on site are now progressing at pace. The road and drainage infrastructure works are the initial priority, alongside the substructure works for the show home and a number of other new homes. A sales partner has now been appointed and early marketing will begin in late Spring, with a show home coming live in the Autumn.



CGI illustration of the Lowfield Lane Development

29 units at Stodman Street, Newark continue development, with Arkwood Developments expected to take handover of these by Septemebr 2026. Marketing preparatory works are now well underway and it is expected to launch early marketing of these homes in May 2026.

At Wirksworth, Derbyshire which consists of 30 units, work has moved on well since the last update, with the final few roofs going on and a number of units now close to handover. The Section 278 works were completed in March and the access road to the site is now open and connected to the main road, which will improve the sales outlook significantly. The first reservation has been secured and have a couple of other sales are at the point of detailed negotiation with prospective customers. Sales interest and activity has picked up noticeably since the start of April 2026.

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



The 50 unit site at Long Bennington secured full planning consent in late January 2026. Following this, a contract partner has been secured within target costs and the contract began at the end March 2026. Work is now ongoing to discharge pre-commencement planning conditions, the site has been cleared and main works are expected to start in Quarter 1, with a show home completion by the end of 2026.

The build process at Manea, Cambridge which consists of 32 units, is now almost complete with the exception of a couple of final handovers at the snagging stage. We are pleased to report that the costs are under budget which is a successful outcome. Sales have slowed in February and March, which is reflective of the current market and currently we have 17 sold with interest on several more.

Arkwood continue to build the land pipeline to support the aspirations of the companies business plan. There are a number of current opportunities being assessed under negotiation. However, nothing has yet been finalised with land deals being notorious for not being certain until a contract is signed.



The Manea Development, Cambridge

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



Quarterly Indicators	23/24 Q4 Value	24/25 Q4 Value	Quarter 3 25/26	Quarter 4 25/26**	Performance Trend*	Target 25/26
Satisfaction with lettings service	92.0%	93.0%	94.0%	97.0%	↑	95.0%
Number of Council homes with retrofitted energy efficiency measures	New for 24/25 Q1	123	0	7	↑	N/A
Number of homes delivered through our housing development company Arkwood	24	10	23	44	↓	67
Number of plots commenced through our housing development company Arkwood	0	62	52	54	↓	107
Time spent in temporary accommodation for people we owe a duty to	New for 25/26 Q1	New for 25/26 Q1	9.6	9.9	↓	13.0
Average time to re-let Council properties (days)	30.9	44.3	72.0	77.0	↓	28.0
Amount of current arrears as a % of annual rent debit	1.47%	2.08%	3.67%	3.68%	↓	2.30%
Average "End to End" time for all reactive repairs (calendar days)	16.6	29.5	19.76	11.0	↑	16.0
% of repairs completed at first visit	91.1%	88.4%	69.37%	76.1%	↓	93.0%

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Exploring our performance. The average time taken to re-let Council properties remained below target in Quarter 4 and continues to be a sustained area of challenge. Performance throughout 2025/26 has been affected by a combination of factors, including an ongoing empty homes backlog, contractor performance issues and system-related challenges associated with NEC, which together have limited the pace of recovery reported in previous updates. In response, targeted monitoring and intervention arrangements remain in place, including weekly empty homes meetings and weekly meetings with NEC, alongside additional resourcing and planned recruitment to strengthen capacity. Performance continues to be closely monitored through regular reporting to SLT, the Tenant Engagement Board and the Housing Performance Improvement Board, ensuring continued focus and scrutiny. Improved contractor arrangements are also being

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developed and, combined with the additional resources being introduced, are expected to support performance recovery, with improvement anticipated during Quarter 2 of 2026/27.

Performance against the Arkwood delivery measures was below target in Quarter 4, with both the number of homes delivered and plots commenced falling short of the year-end expectation. This underperformance was largely driven by delays in securing planning consent for key schemes, most notably Lowfield Lane and Long Bennington, with the latter receiving approval in January 2026, 13 months after submission. These delays have affected the anticipated pace of delivery during 2025/26 and, in turn, reduced the number of completions achieved within the year. The position on plot commencements reflects similar issues, although there are now clearer signs of progress. Lowfield Lane is now underway on site and progressing at pace, while Long Bennington is expected to start in June once pre-commencement planning conditions have been signed off. Together, these developments provide a stronger foundation for improvement in delivery performance during 2026/27.



Inside 'The Arkwright' located at the Wirksworth Development

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



As part of our ongoing work to **complement the implementation of our 'Health and Wellbeing Strategy' with activities to reduce health inequalities in targeted areas**, this quarter we have supported a number of initiatives in the Community including:

Best Start

- In January, we supported Magnus Academy in hosting its first Boys' Conference: Connected Communities, Empowering Boys, as part of its INSET programme. The event brought together staff, other schools, and external partners to explore the barriers, opportunities, and long term strategies for improving the aspirations and attainment of local boys and young men. Following the conference, a working group was established and is working with partners to develop a shared theory of change to guide next steps. This conference reflects Magnus Academy's and its community partners' ongoing commitment to addressing gender disparities in education and promoting a more inclusive understanding of masculinity within the school and wider community.
- We have developed a new partnership with West Notts College to deliver a programme of family activities during the school holidays which started in February half term. This included hands on photography workshops and family cooking sessions, designed to support learning, creativity, and positive family time.
- We delivered a comprehensive programme of workshops at Suthers Secondary School focused on promoting alcohol awareness and healthy living. These sessions were delivered as part of the school's drop down timetable and were designed to enhance and complement the RSE curriculum. Through interactive activities and discussions, students gained practical knowledge to support informed decision making and healthier lifestyle choices.
- Working in partnership with Public Health, we have begun a pilot with selected primary schools to engage families identified through local data as having children with missed vaccinations. With strong buy in from school leadership, this work aims not only to offer tailored support to families but also to help us better understand the underlying reasons for particularly low vaccination uptake within communities.

Living Well

- We supported the Curry's staff wellbeing event, which was organised by the company's wellbeing lead, by offering free blood pressure checks to employees across both days of the event. Staff were encouraged to engage with a wide range of wellbeing services, and our presence provided an accessible opportunity for individuals to better understand and monitor their health. Over the two days, we carried out more than 60 blood pressure checks, highlighting both the level of staff engagement and the value of bringing health services directly into the workplace. This highly positive event demonstrated how effective collaboration between employers and health partners can strengthen staff wellbeing and, in turn, improve overall workforce effectiveness and efficiency.
- Our Health and Communities Team delivered their first presentation to our Housing Teams, introducing the principles of Making Every Contact Count (MECC) and highlighting the importance of recognising and utilising the assets within our local communities. The session aimed to strengthen cross departmental understanding of how everyday interactions can be used to support residents' wellbeing,

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



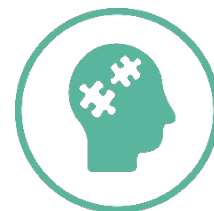
while also showcasing the wide range of community resources and strengths that can help improve outcomes for tenants. This collaborative approach marks a positive step towards embedding MECC across housing services and fostering more connected, community focused ways of working.

- Our Health and Communities Team received Trading Standards training, which strengthened their ability to identify counterfeit tobacco and vape products and learning how to report suspicious activity. This is an especially important skill given the significant health risks associated with illicit products. The team is now better equipped to protect community wellbeing, support safer local environments, and engage more confidently with residents and businesses on issues that directly impact public health.
- We supported the Department for Work and Pensions Youth Employment Event, by taking on an active role in engaging with young people. Throughout the day, we provided guidance to local young people on the range of employment, training, and development opportunities available to them, helping to build confidence and raise awareness of pathways into work. The event also offered a valuable platform for partnership building, enabling closer collaboration with services working to improve youth employment outcomes. This joint approach not only supports young people in taking positive next steps but also contributes to a more connected, coordinated system of support across the district.
- Our teams are preparing to launch an exciting new meal planning platform, Five Dinners, for everyone who lives and works in Newark and Sherwood. Delivered in partnership with celebrity chef Theo Michaels. This rollout will give families easy access to healthy, low cost recipes while also generating personalised shopping lists to make weekly planning simpler. The platform is designed to help reduce food waste, support healthier eating habits, and make nutritious home cooked meals more achievable for households across the district.

Ageing Well

- We are delighted to announce that we have officially joined the UK Network of Age-friendly Communities – a growing national movement of places committed to making their communities great places to age in, working in partnership with the Centre for Ageing Better. By joining the Network, we become part of a group of forward thinking areas across the UK that are taking action to improve the physical and social environments that enable people to remain healthy, active and independent as they grow older. This commitment places the district within the World Health Organisation's Global Age-friendly Cities and Communities framework, an evidence based, internationally recognised approach to creating places where everyone can age well.
- In partnership with the Alzheimer's Society, teams organised and hosted four dementia awareness sessions for both colleagues and partners. These sessions aimed to strengthen understanding of dementia, improve confidence in supporting residents, and promote a more dementia inclusive approach across services. Building on the positive engagement so far, additional sessions are planned throughout the year with parish and town councils to further extend awareness and strengthen community level support.

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



During Quarter 4, our teams **maintained high standards and continued to deliver consistent, high-quality outcomes across parks, open spaces, housing estates and beyond**, ensuring that areas remained safe, accessible and welcoming for residents and visitors. This was delivered via the following activities:

- **Cleansing and Grounds Maintenance**

Standards across cleansing, grounds maintenance and housing environments were sustained within the Good to Excellent range, demonstrating continued compliance with service expectations. A proactive and responsive approach ensured that issues identified through inspections were addressed promptly, within the week, preventing escalation and maintaining overall service quality.

Seasonal demands, including leaf clearance and winter maintenance, were managed effectively, ensuring continued accessibility and safety across all public spaces.



- **Parks, Open Spaces and Green Infrastructure**

During Quarter 4 we continued to enhance parks and open spaces across the district, supporting free play, physical activity and community use, while ensuring provision remained inclusive and accessible. Progress was made in delivering improvement plans at Sherwood Avenue Park in partnership with Newark Town Council, with activity focused on maintaining and enhancing standards aligned to Green Flag criteria.

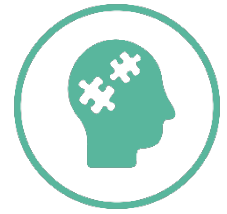
We also advanced our Parks and Open Spaces Development Programme, progressing proposals for future investment, biodiversity improvements and enhanced recreational provision. This included the development of a Parks and Open Spaces Legacy Fund to support Town and Parish Councils, as well as early-stage planning for improvements at a number of strategic sites. These initiatives were informed by resident feedback and aligned with wider objectives to improve health, wellbeing and environmental sustainability.

- **Spray-Free Zones and Environmental Sustainability**

During Quarter 4, we successfully introduced spray-free weed management zones across all 34 of our free play sites, reflecting a commitment to reducing reliance on glyphosate-based herbicides in sensitive and highly visible locations. This table shows our total use of glyphosate from 2021 to projected quantity 26/27.

Year	Quantity (Litres)	Year on Year % Change
2021-2022	320L	N/A
2022-2023	310L	3.13% decrease
2023-2024	290L	6.45% decrease
2024-2025	300L	3.45% increase
2025-2026	240L <i>(This year we changed to Nomix dual, which contains a lower dosage of glyphosate compared to conventional herbicides.)</i>	20% decrease
2026-2027	200L projected	16.67% decrease

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



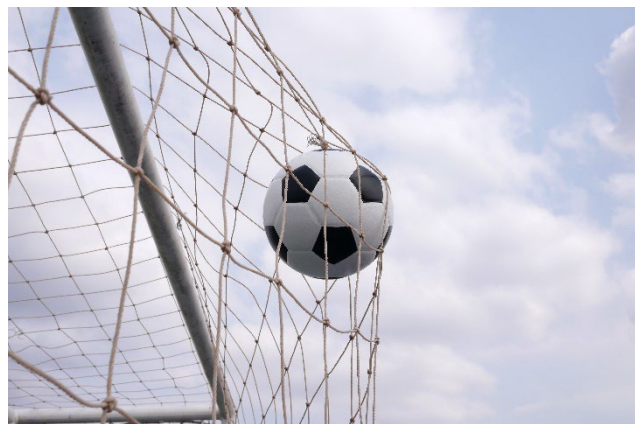
Alternative weed control methods, including manual and mechanical techniques, were implemented and integrated into existing maintenance schedules, ensuring that safety and presentation standards were maintained. This approach contributed to a measurable reduction in overall herbicide use while maintaining operational effectiveness. The initiative aligns with our commitment to environmentally responsible land management, supporting biodiversity and responding to increasing public expectations regarding the use of chemicals in public spaces.

Service Efficiency and Asset Management

- The benefits of operational improvements introduced earlier in the year, including revised cleansing and grounds maintenance rounds, continued to be realised during Quarter 4. Improved route optimisation, reduced travel time and better resource allocation contributed to increased productivity and enhanced value for money.
- The revised playground inspection programme was fully embedded, enabling defects to be identified, prioritised and resolved more efficiently. Increased capacity allowed for a stronger focus on preventative maintenance, supporting the long-term condition and safety of assets across the district..

Implement the 'Playing Pitch Strategy' and the 'Sports and Recreational Facilities Strategy', including the provision of 5 new 3G sports pitches: During Quarter 4, the Football Foundation has continued to work on the technical feasibility for three of the 3G pitches following the Expression of Interest and assessment process. Expressions of Interest were submitted for Brinkley, Southwell as well as the Newark Academy and Magnus and Suthers Schools in Newark. Once technical deliverability has been assessed those successful sites will be confirmed.

Work is still ongoing to bring forward sites in Clipstone and Ollerton as part of larger transformational projects including Levelling Up in Clipstone and the re-build of the Dukeries Academy. Ollerton Football Club's site at Walesby Lane is also now under consideration as an alternative to the Dukeries Academy site, driven by challenges in the school site linked to the overall re-build of the school. The complexity of both these schemes has impacted on the pace of delivery at these sites; future updates will be shared.



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



Quarterly Indicators	23/24 Q4 Value	24/25 Q4 Value	Quarter 3 25/26	Quarter 4 25/26**	Performance Trend*	Target 25/26
Number of new Active4Today leisure members	New for 25/26 Q1	New for 25/26 Q1	5,192	6,541	↓	3,750
Number of User Visits - Active 4 Today (all)	1,101,987	1,102,936	858,276	1,177,304	↑	1,100,000
Average number of calendar days to process new council tax support applications	12.8	12.7	18.8	17.0	↑	14.0
Average no of calendar days to process council tax support change in circumstances	4.1	7.2	13.4	8.2	↑	7.0
Average no of calendar days to process new housing benefit claims	14.5	14.4	21.0	19.7	↑	14.0
Average no of calendar days to process housing benefit change in circumstances	1.5	1.6	4.0	1.6	↑	4.0
Live Leisure Centre membership base (all)	11,170	12,212	12,312	10,848	↓	11,500
Leisure Services - based on your experience; how likely are you to recommend us to a friend, family member, or colleague?	New for 24/25 Q1	60.0%	61.0%	63.0%	↑	60.0%

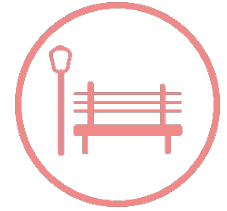
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Exploring our performance: In terms of the average number of calendar days to process new **Council Tax support applications**, the average time taken to process **change in Council Tax support circumstances** and the average number of days taken to process new **Housing Benefit claims**, all of these metrics have been impacted due to the necessity to focus staff resource on the migration of working age Housing Benefit cases to Universal Credit. This has resulted in increased activity associated with this work, but it is expected the processing times will improve in Quarter 1 as migration is complete and this will free up resource.

The membership base of Active4Today leisure centres has seen a drop in performance, narrowly missing the targeted expectations of 11,500 by 652 members. This has been driven by the membership reduction associated with Southwell Leisure Centre and as a result the targeted level will be reassessed for the 2026/27 reporting year.

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



We continue to work with partners in order to support businesses, provide education and intervene where necessary to prevent anti-social behaviour. Some of the initiatives this quarter have included:

- Three *Prison Me No Way* workshops delivered in The Suthers School, Newark Academy and Magnus Academy. This provided two funded workshop days per school for Year 10–11 pupils, covering road and rail safety, knife crime, drugs, drink and vaping. The feedback received from both staff and pupils was that the events were excellent.
- Anti-social behaviour education was delivered in schools, with two assemblies delivered at Parkgate Academy reaching approximately 90 Year 5–6 pupils. Another event focussing on road safety awareness was delivered at Coddington Primary School reaching approximately 120 pupils, this was delivered in partnership with Nottinghamshire Police Force and VIA.
- The anti-social behaviour panel continued to meet monthly, with no new referrals this quarter.
- Four Community Protection Warnings were issued this quarter, three related to anti-social behaviour and one relating to dog-related nuisance.
- In addition to the standard Community Protection patrols, **the anti-social behaviour hotspot initiative has continued**, with the following number of patrol hours logged this quarter:

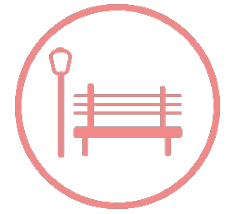


ASB Hotspot Initiative Patrol Hours <i>(in addition to standard CPO patrols):</i>	
Month	Hours
January	32
February	32
March	36

Our anti-social behaviour team are preparing for the **annual Safety Awareness Event**. This event sees all Year 5 pupils from Primary Schools across Newark and Sherwood invited to attend and will be taking place in quarter 1 from the 9 – 17 June. Last year this event received great feedback from teachers and pupils alike, updates on this year’s events will be shared in future reports.



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



Our work to deliver the enhanced in-house CCTV control room continues this quarter. Our teams worked hard to keep the project progressing at pace, which enabled the cameras to become operational within the control room on 24th March 26. This early switch over allowed any issues to be addressed prior to the formal opening of the control room on 1 April 26.

Control room staff have undertaken training with the system company which has allowed for a smooth transition in the service. The system is now operational and fully staffed and is already seeing positive outcomes.

One such outcome included our control room helping Police quickly locate and arrest a suspect following a reported attempted motorcycle theft in Newark. Police were called to Mather Street at 3.48am on Sunday 5 April, where a motorcycle was found on its side. Council CCTV operators monitored live footage and tracked a suspect moving through the town centre, directing officers to the Millennium Bridge, where a 16-year-old boy was arrested less than 20 minutes after the initial call. The incident highlights the positive impact of the new Newark CCTV control room, which enables faster information sharing, improved monitoring and stronger collaboration between the District Council and Nottinghamshire Police.

“This incident clearly shows the value of the District Council’s new CCTV control room. Our operators were able to provide real-time information to Nottinghamshire Police, helping officers respond quickly and resolve the situation within minutes. It demonstrates how effective investment in modern CCTV can directly support frontline policing and improve outcomes for our residents.”

“CCTV is about prevention, partnership and reassurance. By strengthening our working relationship with the police and equipping our control room with up-to-date technology, the District Council is playing an active role in keeping Newark safe. This early success underlines our commitment to community safety, and the benefits residents can expect from this enhanced service.”

Councillor Paul Taylor, Portfolio Holder for Public Protection and Community Relations

Data insights gathered from the control room will be reviewed at the end of Quarter 1 2026/27 and a selection of proposed performance indicators will be presented to the Policy and Performance Improvement Committee for endorsement in September 2026.



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



Quarterly Indicators	23/24 Q4 Value	24/25 Q4 Value	Quarter 3 24/25	Quarter 4 25/26**	Performance Trend*	Target 25/26
Number of positive outcomes resulting from CCTV intervention	No Data Rec'd	176	122	189	↑	N/A
% fly tipping incidents removed within 72 hours	93.6%	97.8%	95.6%	100.0%	↑	95.0%
% of incidents resulting in an FPN or prosecution	New for 25/26 Q1	New for 25/26 Q1	14.0%	13.0%	↓	17.0%
% of businesses in the district with a food hygiene rating of 3 or higher (generally satisfactory or above)	98.00%	97.70%	98.00%	97.00%	↓	98.00%

*Performance trend indicates whether KPIs this quarter have improved, declined, or remained the same compared to the previous quarter. This information allows readers to identify trends, analyse possible underlying causes, and use these insights as a reference for resource allocation, strategic planning, and establishing future performance targets.

**Where the current quarter appears more favourable than the previous quarter, but is indicating a downward trend, this is due to the use of year-to-date indicators. Year-to-date indicators present cumulative performance for the year, whereas the performance trend analyses each quarter independently.

Quarterly Indicators	23/24 Q4 Value	24/25 Q4 Value	Quarter 3 25/26	Quarter 4 25/26	County Comparison
% reduction in anti-social behaviour - Newark & Sherwood District compared against County area	17.0%	16.1%	-2.3%	2.3%	-0.6%
% reduction in all crime - Newark & Sherwood District compared against County area	-2.0%	0.0%	0.6%	-3.2%	-3.9%

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

Exploring our performance: The % of **incidents resulting in a FPN** or prosecution is below target by 4% this quarter, this can be attributed to the fact our teams have been operating on reduced staff levels due to ongoing recruitment. The recruitment process is now complete and so it is expected that the performance will begin to improve into Quarter 1 of 2026/27. During the quarter our teams issued 439 fixed penalty notices for all environmental offences including fly tipping.

In terms of the **% of businesses in the district with a food hygiene rating of 3 or higher**, a 1% reduction in performance has been observed quarter on quarter. 99% of businesses in Newark and Sherwood have food hygiene ratings of 3 or above this equates to 1,010 businesses of a total 1,118. When compared nationally, we can see our performance compares well to businesses across England in which 85.5% of businesses rate at 3 or above.

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



Progress to deliver the Newark Castle Gatehouse project continues, with stonemasons working on the



Gatehouse roof to build up the walls using traditional materials and techniques, in preparation for the new floor and viewing platform. This part of the work preserves and protects the inner walls of the Gatehouse from the damage of cold, rain and pigeons, cited by Historic England as being one of the finest examples of a Romanesque Gatehouse in England.

During the project, a number of unexpected archaeological discoveries of significant historical importance were uncovered, including walls and foundations dating back to the original 12th century fabric of the castle, and a well inside the Gatehouse. Each discovery has been carefully assessed and, where possible, incorporated into the design to ensure these important features are preserved and can be appreciated in the future. This approach reflects a commitment to protecting and enhancing the site's heritage, creating a richer and more engaging experience for visitors.

The archaeological findings, additional masonry work, other challenges on site including traffic management and the resulting programme delays have resulted in anticipated costs of up to a £1.5 million which Cabinet will be asked to approve in June. The final budget will be dependent on detailed costings and interlinked funding streams, including a potential new funded opportunity to develop the hidden spaces within the castle and expand the visitor experience with unique tours and immersive audio-visual events which is currently being explored.

Including all potential funders, the estimated contribution from the Council to this project remains at just a third and will deliver a flagship destination attraction for the region with dedicated learning space for schools and groups to experience a wide range of events and activities, volunteering opportunities and re-imagined, biodiverse gardens, which remain free to access. The investment ensures the continued sustainability of this historic and important monument for people to enjoy for decades to come.

Additionally, this quarter has seen the new Learning and Participation Officer, a role funded by National Lottery Heritage Fund, now in place. As a result a teacher steering group has been put together, which will support the development of the schools learning programme, with both local and national involvement – from Lowes Wong Primary in Southwell and Bishop Alexander Academy in Newark to Manchester Grammar School.

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



Work alongside Bilsthorpe Parish Council and other partners, to continue to support the development of the Bilsthorpe Community Hub. The past year has seen significant progress in the ambition to deliver a new community hub in Bilsthorpe. In January, a report was approved by Cabinet securing a capital allocation of funding to support delivery of the new Bilsthorpe Village Complex and since the last update to Cabinet, Planning Permission has been secured by Bilsthorpe Parish Council for the development. The Parish Council is now working up detailed designs and developing their full business case, which is necessary to access the provisional funding allocation.

We continue to work closely with Newark Town Council to deliver the physical transformation of Newark Market Place. The project has now entered the next important and exciting phase, RIBA Stage 3 - Spatial Coordination which is where the finer details are mapped out ahead of construction including design, lighting and a cost plan. Looking ahead to quarter 1 of 2026/27, we should be ready to secure a construction partner ahead of construction which is due to begin in early 2027.



Work on transforming the former M&S building at 32 Stodman Street is making great progress.

Construction continues with the internal fit out works now progressing and we're pleased to report that the contractors expected completion date remains unchanged at July 2026. We anticipate the actual completion and handover of the site will be in September 2026. Once completed, the site will deliver 29 high-quality homes, offering a vibrant new residential option in the town centre. 1 and 2 bed apartments will be sold off plan by Arkwood Living. Alongside these modern homes, plans include attractive new retail units, helping to secure a thriving future for the town centre. The development aims to create a lively town centre where people can live, work, shop, and enjoy leisure time. By increasing town centre living, the development is set to boost both daytime activity and the evening economy, supporting a safer and more dynamic community.



“The site's development has progressed exceptionally well, particularly given the challenges posed by dismantling and reconstructing the building within a limited space. Once complete, this project will bring huge benefits to both residents and visitors, ensuring Newark's centre remains a vibrant place for all. We're committed to making a positive difference alongside our partners, showing how steps like this can help reimagine town centres for the future. By blending living, working, shopping, and leisure, we're confident Newark will become even more attractive and welcoming for everyone. Without the Council's intervention, this prominent building on Stodman Street could have fallen into disrepair.”

Councillor Claire Penny, Portfolio Holder for Sustainable Economic Development

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

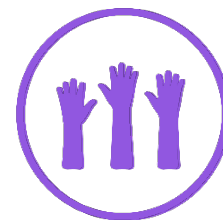


Work with partners to look at opportunities for music and the arts. The Newark Creates Art Trail has begun the roll out across the town at the end of Quarter 4 and is due to complete in Quarter 1 of 2026/27. Newark will host a vibrant art trail featuring a painted bench on Bridge Street, a new installation around the bin store at Newark Library, artwork outside the church, and colourful decals and stickers appearing across the town. All pieces have been created by Newark artist Emily Cartwright, who worked with local students from three local schools to create artwork telling Newark's story. Applications have been submitted to the Arts Council England and Pride in Place programme to continue this programme into 2026/27.

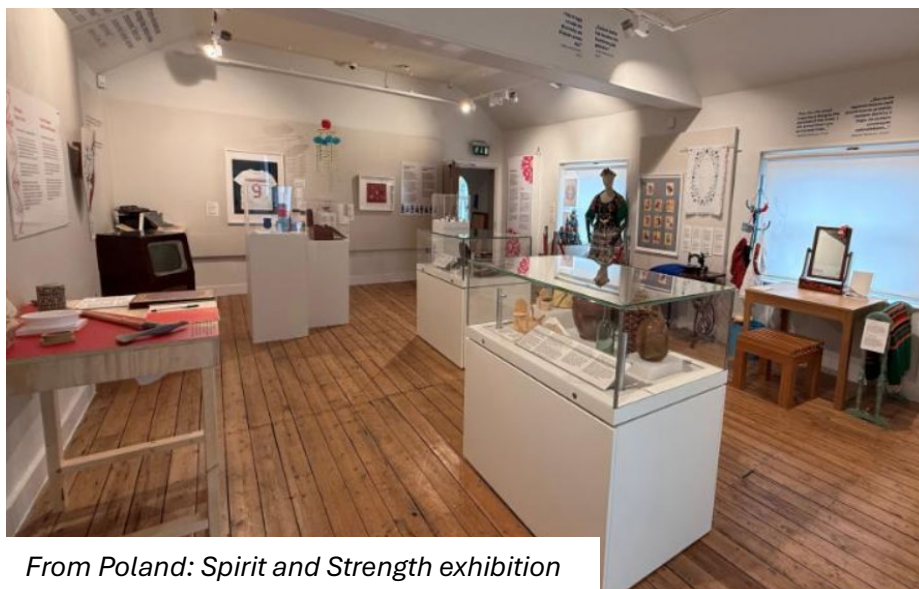
Deliver the National Portfolio Organisation (NPO) activity plan. Championing and promoting the arts, culture and heritage through the enjoyment of music and arts from different cultures. During the quarter, we delivered over 5,500 arts experiences for people living in our district. Some of our arts activities are based in the National Civil War Centre and Palace Theatre, some are virtual/online activities, but the majority are held in community venues in the north and west of our district. We are funded by Arts Council England, and one of the principles they support us to work towards is called Inclusivity and Relevance. Through many of our activities, we champion the value of enjoying music and arts from different cultures, ensuring we promote diversity and representation. We offer experiences for people of all ages to learn and develop new perspectives on themselves, where they live and beyond.

- During February, in celebration of Pride month, our Creative Influencers worked with Museum staff to programme and deliver a range of events, workshops and museum experiences called Pride in the Past, which celebrated LGBTQ+ history and culture. A participant said after attending one of the events, "Brilliant. Really enjoyed it. Thank you so much - more like this please".
- In the Spring term, we delivered a range of Drama, English and History inspired sessions in Early Years, Primary and Secondary schools. The sessions are designed to introduce children young people to a diverse range of ideas, cultures, artforms, plays, texts and world history. We purposely chose diverse examples of artists and artworks to inspire young people with positive role models, and to encourage imagination and ambition. A Primary school teacher said, "Children loved the drama games. The Beowulf play was great! Inspiring, dramatic, challenging. Amazing, fun, engaging."
- Our Artist in Residence concluded their 6-month residency at the National Civil War Centre, leading puppet-making workshops for range of visitors, school and community groups. Many of the wonderful puppets on display for visitors to enjoy showed how puppetry has been used throughout history and in many different cultures for storytelling and more. A Youth Worker at Bilsthorpe Youth Centre said, "I cannot thank you both enough for offering the youth centre this opportunity with Robbie. As a youth worker I purposely identified this group of young people because of their individual needs. It has been a marvellous experience for the young people who took part, and as their Youth Worker, amazing to see each young person immersed and fully engaged in all the workshops. It is so nice to observe so many outcomes coming from these sessions and see how much enjoyment each young person is getting from participating. The pure enjoyment, creativity and relaxed atmosphere has meant so much to each young person who have their own individual struggles. The project totally met the needs of each young person."
- In March we proudly launched our last exhibition – 'From Poland: Spirit and Strength'. Poland's connections with Newark and Sherwood span centuries, from medieval trade routes and twinned towns to Polish wartime leaders, and more recently, the growth of local Polish communities. Therefore, to celebrate Poland's history and connection to the district, this new exhibition explores Poland's legacy

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



of determination, ingenuity and artistry. We commissioned artist collective Brew Projects to work with local people of Polish heritage. Together, they explored the importance of Polish culture and how it is experienced and shared across the region. This exhibition covers noteworthy people, innovations, and traditions, as well as food, crafts and entertainment, and is a brilliant way for local people to learn about Polish culture for free at the National Civil War Centre. Visitors to the museum said, "I really enjoyed it, and I am Polish, so it was interesting to find out things I didn't know."



From Poland: Spirit and Strength exhibition

- Also in March, beautiful photographs taken by local My Sight group members with artist Daniel Rapley were installed on the platform at Newark Castle train station. Three large scale photographs show dream-like images of some of Newark's well-known landmarks.
- In Spring, our community exhibition called Mining for Stories concluded a district-wide tour at Dukeries Library, Ollerton. This exhibition presented voice-recordings from community members recalling memories of coal mining, and a stitched fabric banner and cushions featuring historical mining-related photos our archive. Chris at Bilsthorpe Heritage Museum, whom we partnered with on this project said, "We really appreciate the support from Open Doors and know where to come for advice and support."

Quarter 4 marked **the final event in the Newark Cultural Heart programme**, the Garden of Light; an immersive light show which saw illuminated art, performance and interactive experiences brought to Newark Market Place and St Mary's Magdalene Church. The Garden of Light event was designed to transform the town centre after dark and celebrate the transition between winter and spring, encouraging more visitors into Newark Marketplace. This event successfully concluded a three year series of activity that has significantly enhanced the vibrancy and cultural offer of the town centre.

We are in the process of developing proposals for **a Parish Council Conference** with the support of Rural Community Action Nottinghamshire and we expect the conference will take place in October 2026. Further details will be shared in future reports as these plans continue to progress, including how Parish Councils can find out more about and sign up to attend the conference.



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



Quarterly Indicators	23/24 Q4 Value	24/25 Q4 Value	Quarter 3 25/26	Quarter 4 25/26**	Performance Trend*	Target 25/26
Total number of admissions - National Civil War Centre	16,800	16,844	11,990	16,315	↑	17,000
Total number of admissions - Palace Theatre	52,619	66,122	47,214	57,956	↓	55,000
Number of people reached through direct participation and outreach	12,060	14,385	20,756	23,486	↓	12,500
Total footfall across all heritage and culture services and sites	99,651	123,630	93,333	115,211	↓	105,000

*Performance trend indicates whether KPIs this quarter have improved, declined, or remained the same compared to the previous quarter. This information allows readers to identify trends, analyse possible underlying causes, and use these insights as a reference for resource allocation, strategic planning, and establishing future performance targets.

**Where the current quarter appears more favourable than the previous quarter, but is indicating a downward trend, this is due to the use of year-to-date indicators. Year-to-date indicators present cumulative performance for the year, whereas the performance trend analyses each quarter independently.

Exploring our performance:

Total number of admissions - National Civil War Centre is below target by 685 admissions this quarter. While the footfall did not quite meet the stretch target that was set, it is within 500 tickets of the last few years' data, and is complemented by higher levels of direct participation, which includes workshops and talks held within the museum.

Total footfall across all heritage and culture services and sites performed well this quarter, with footfall of 115,211 visitors being recorded. This year's figure has met its target of 105,000 but this is a decrease on last year's performance, this was anticipated due to the Castle gardens being closed through the summer when there would usually be a significant amount of third-party activity such as brass band concerts.

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



Deliver the Council's Tree Strategy, enabling the exploration of options to develop new community woodland and wildlife spaces and support the improvement of air quality.

In 2024 national data was released on urban trees which showed that tree cover in Hawtonville, Newark, is below average, both for the district and nationally. We're now working closely with the Woodland Trust, local charity Reach Learning Disability, Greenwood Community Forest and residents on the 'Hawtonville Tree Project' to increase the number of trees on the estate.

Plans for year 1 of the project have now been implemented with the planting of 18 trees at key locations. Urban trees are crucial for providing wildlife habitats, mitigating and adapting to the impacts of climate change and improving public health.



We've also finalised our agreement with Nottinghamshire County Council to fund the planting of 34,000 trees as part of a scheme to plant around 114,000 trees at Little Carlton and Thorney Abbey.

Play an active role in biodiversity net gain for the district, including the potential to own our own biodiversity offset sites, as well as looking at how our own developments can contribute.

Biodiversity net gain (BNG) is a legal requirement that means new developments must leave nature in a better state than before. If wildlife habitats are lost or damaged through development, they must be replaced and improved so that there is an overall gain for biodiversity.

This quarter we have continued to implement mandatory BNG through the development management process including, where relevant, securing on-site BNG and fees for monitoring delivery of agreed onsite habitats over a minimum period of 30 years.

Our Ecology Team have continued to be proactive in respect of Habitat Banking. This involves creating or improving wildlife habitats in advance, often on land away from the development site, and then "banking" these improvements so they can be used to offset habitat losses elsewhere. During the quarter the first two commercially operating habitat banks within the Newark and Sherwood district were entered onto the Government's Biodiversity Gain Sites Register. Neither habitat bank chose to enter into a Section 106 Agreement with the Council, so they are being monitored and policed by Responsible Bodies via conservation covenants.

During the period two new approaches from potential habitat banks were received. One from a developer looking to not sell biodiversity units commercially, but to use them for their own developments. The second, is looking to sell units commercially. There is a high confidence that both would prefer to have a S106 Agreement with the Council.

Further development of our own habitat banks has currently stalled whilst a legal matter is resolved on one parcel of land, and the local community makes some final decisions on another parcel of land.

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



Hawtonville Litter Reduction Trial – Keep Britain Tidy Partnership

The Hawtonville Litter Reduction Trial is now underway, which has seen nine post-mounted bins and three free standing bins that previously had no lids having been replaced which will help prevent litter escaping during high winds. In addition, nine new post bins and three new free standing bins have been installed in identified litter hotspot areas to encourage the correct disposal of rubbish. Early evidence indicates a reduction in litter in these locations. A few residents around Cleveland Square have commented positively on the improvement following the replacement of older lidless standing bins to officers onsite.



New signage has been installed across the area to remind people not to leave litter for others to clear up. Hawtonville Litter Reduction Trial floor stickers, produced as part of the Keep Britain Tidy partnership, will be installed in high footfall areas once weather conditions improve.

Residents have been kept informed of the changes through a letter, which also set out ways they can help keep Hawtonville litter free. This includes becoming a Green Champion, organising community litter picks, and reporting litter to us via the online reporting system.

We organised a community litter pick on 31 March as part of the Great British Spring Clean. Volunteers collected 16 bags of litter across 11 streets. In addition, a local resident removed seven bags of litter from Hawtonville Playing Field, and the Street Scene team cleared three fly tips from the same location.

An action day has been scheduled as part of the trial to support the introduction of the new bins and signage. This will include litter picking, road sweeping and grass cutting, recognising that clean areas help to prevent further littering.

A social media campaign focusing on residential litter will launch next quarter. Alongside this, a dog fouling campaign is being trialled in partnership with Balderton Parish Council, and work is underway to develop proposals to address vehicle littering in quarter 1.



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



Improve recycling levels by promoting positive behavioural changes, through community events, targeted communication and enforcement:

In January, a themed recycling awareness campaign titled 'The Recyclers' was delivered, spoofing the popular television programme The Traitors, which was airing at the same time. The campaign



used a tongue in cheek, story based approach to engage residents and educate them on what could and could not be recycled at the time, prior to the introduction of the Simpler Recycling changes. The campaign was highly successful, with educational and themed posts achieving almost 120,000 views on social media. Engagement was particularly strong on Facebook.



Simpler Recycling – Implementation Update

The Simpler Recycling legislation changes are now in place, and that means residents can now recycle more than ever before in their silver bins. This is a big milestone for the area and part of the national move to make recycling clearer, easier and more consistent for everyone in England.

In addition to existing recyclable materials, residents can now place the following items in their silver recycling bins:

- Aluminium foil, such as clean kitchen foil and foil trays
- Cartons including milk, juice, soup and plant based drink cartons
- Plastic pots, tubs and trays, yoghurt pots, fruit punnets and food trays
- Plastic tubes such as toothpaste and cosmetic tubes
- Aluminium bottles and tubes including shampoo, soap and tomato purée tubes
- Metal lids from jars and bottles

In order to communicate these changes to our local communities, a number of activities were undertaken, including:

- A suite of updated recycling resources were produced in line with Nottinghamshire County Council guidance.
- Recycling packs were delivered to all households across the district, consisting of:
 - A letter outlining the changes with frequently asked questions
 - Mixed recycling sticker and leaflet

Newark and Sherwood recycles

What you can put in your silver bin

YES PLEASE	NO THANKS
✓ Plastic bottles, pots, tubs, trays and tubes	✗ Food waste
✓ Paper, card and cartons (no shredded paper)	✗ Nappies and sanitary waste
✓ Tins, cans and empty aerosols	✗ Polystyrene containers and packing
✓ Clean foil and metal food trays	✗ Plastic film, food packets and plastic bags
✓ Aluminium tubes and metal lids	✗ Textiles and clothes

Rinse items, dry them, and put them in loose.

Keep all lids on – including trigger and pump sprays. Loose triggers or pump sprays should go in your green or black bin.

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



- Glass recycling sticker and leaflet
- Garden waste leaflet
- The roll out of an accompanying social media campaign, to explain what can now be recycled. As the campaign continues, it will focus on how to recycle the new items, highlight common recycling mistakes, and explain what happens to materials once they are recycled.

Contaminated Waste: Our teams keep track of the recycling contamination on a quarterly basis, the contamination rate reduced from 13.9% in Quarter 3 to 12.5% in Quarter 4. While it is difficult to measure contamination rates with absolute precision due to the range of samples taken at the Veolia transfer station, which can vary depending on where in the district the material originates, even small reductions are challenging to achieve. As a result, this gradual decrease is a positive outcome. Although the improvement cannot be attributed to a single factor, continuing to strengthen the information provided to residents through social media updates, newsletters and targeted leaflet drops will play an important role in supporting and sustaining this progress.

In preparation for the implementation of weekly food waste collections with WRAP (Waste and Resources Action Programme) and Nottinghamshire County Council. Last quarter we shared that a proposal to introduce a food waste pilot scheme of around 3,000 properties was being presented to Cabinet, in preparation for the full District wide introduction of the service in October 2027. This has now been presented to Cabinet, and the trial was approved to begin in September 2026. The trial areas have been broadened so that we are able to gather insights from the trial across the broad geography of Newark and Sherwood, whilst also assessing the impact of whether bags are supplied or not. The areas to be included in the trial are Lowdham, Southwell, Yorke Drive and Hawtonville in Newark.

Broxtowe Borough Council are leading on the joint procurement of the caddies for the trial in September 2026 and the full roll out in October 2027. It is expected the tender process will have concluded by the end of Quarter 1.

Our efforts to promote the commercial waste service continue, with 59 different businesses now signed up to glass collection. This has resulted in an increase in the volume of commercial glass collected, with 19.10 tonnes collected in Quarter 4. We are pleased to report that this is the highest volume of glass collected in a quarter since we started collections in Quarter 1 of 2024-25 and a 52% increase compared to the same period last year.



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



As part of ambition to provide opportunities for residents' involvement in parks and green spaces, this quarter we:

- Launched our consultation into the development of several parks across the district, including Cherry Holt in Hawtonville and Turner Lane in Ollerton, both online and on-site consultation works are being undertaken. The results of the consultation and how this feedback shapes the future of our parks will be shared in future reports.
- Our partners at Sherwood Forest Trust have also been busy with volunteers on Sherwood Heath, clearing scrubland and bracken to help promote the growth of heathland species. We've supported this with the removal of some invasive black cherry and black locust trees.
- We have a growing number of volunteer litter pickers with 111 people signed up to our green champion's scheme. This quarter, boosted by the national spring clean we have had requested for the removal of 627 bags of waste collected in this quarter.
- Our meet the ranger walks continued to be popular with our residents and visitors. These sessions provide an ideal forum for our teams to educate the public on the work we do and allows us to gather feedback from the public.



The Brunel Drive redevelopment has continued this quarter, with the Farrar Close demolition and hardstanding works having been completed. A small number of minor works are in the process of being finalised, with all works forecast to be completed by May 2026.

Additionally, the capital budget for improved solar and battery storage at Castle House has been approved this quarter, and the works will be progressed and due for completion within the 2026/27 financial year.



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



Quarterly Indicators	23/24 Q4 Value	24/25 Q4 Value	Quarter 3 25/26	Quarter 4 25/26**	Performance Trend*	Target 25/26
Number of fixed penalty notices issued for all environmental offences (excluding fly tipping)	New for 24/25 Q1	833	67	285	↑	N/A
Number of events held in NSDC parks	326	451	493	607	↓	400
Number of targeted focus weeks	5	7	7	9	↓	8
Number of children reached via environmental education visits including river health and 'Motion for the Ocean'	New for 24/25 Q1	3,210	2,927	3,075	↓	2,000
Number of missed bins (per 100,000 households)	52.5	32.5	38.5	27.9	↑	45.0
% of failing sites - street and environmental cleanliness - litter	0.6%	0.9%	1.2%	0.0%	↑	1.5%
% of failing sites - street and environmental cleanliness - detritus	1.0%	0.8%	1.1%	0.0%	↑	1.2%

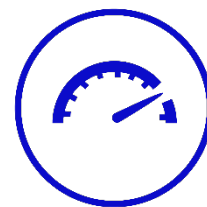
Exploring our performance:

The number of fixed penalty notices issued for all environmental offences (excluding fly tipping) has an increase in performance, which is reflective of the launch of the new littering and dog fouling enforcement contract with 3GS and we can expect to see this performance continue to increase.

We have seen the number of children reached via environmental education visits including river health and 'Motion for the Ocean' continue to outperform our targeted expectations. This initiative has delivered a range of activities across the district, including the environmental drain art installations and the Farndon Mural underpass.

*Performance trend compares the current quarter to the previous quarter and indicates whether performance has increased, decreased or has remained flat.

**Where the current quarter appears more favourable than the previous quarter, but is indicating a downward trend, this is due to the use of year-to-date indicators. Year-to-date indicators present cumulative performance for the year, whereas the performance trend analyses each quarter independently.



Expand and embed a broader range of customer satisfaction measures to drive performance improvement.

This quarter we carried out a review on the automated email responses to Environmental Services requests, this resulted in more detailed “what happens next” information being shared with the customer. We also carried out a review of Licensing, examining key processes and seeking ways to improve them. This process resulted in an improved customer journey, and recruitment of vacant roles was progressed.

Through the Commercialisation Strategy and action plan, continue to seek out and generate new sources of income, whilst retaining our public service ethos.

The medium-term financial plan was presented to Cabinet and Full Council in March, which provided an update against the key projects monitored as part of the Commercialisation Strategy and action plan. This update provided elected Members with a progress update and key financial updates relating to each of the projects.

Seek to secure the very best option for Newark and Sherwood arising from the reorganisation of local government.

Since Local Government Reorganisation (LGR) final proposals were submitted to Government on 28 November 2025, authorities in Nottinghamshire have been working collaboratively on option-neutral and ‘no-regret’ activities, to maintain momentum ahead of the decision from Government and to prepare for future implementation.

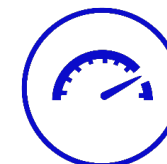
Nottinghamshire Councils have agreed an interim, pre-implementation governance approach for the LGR Programme and have set up several priority workstreams, including Digital, Data and Technology, Workforce and HR and Legal and Governance. Our Council is actively engaged in the LGR programme, with representation on each of the priority workstreams and in the Programme Management Office. To support this work and the wider LGR programme, additional capacity and specialist expertise will be introduced. This includes the appointment of two LGR Directors who will be in post between April and May 2026: one on behalf of the District and Borough Councils and the County Council, and one representing Nottingham City Council.

To support the joint programme of work, strengthen capacity, and ensure our Council is well positioned to manage transition activity effectively, there is a standing weekly LGR agenda item at Senior Leadership Team meetings and a weekly internal coordination meeting. In addition, our Council has implemented a new organisational structure to support the transition to a future unitary Council, with dedicated capacity to focus on LGR.

In February, Government launched consultations on proposals that met the invitation criteria. The consultation was open to everyone and we actively encouraged everyone with an interest in the future of local services to take part and have their say on the proposals for the area. The consultation was promoted through the Nottingham and Nottinghamshire dedicated LGR website and other existing communication channels, including social media. The consultation was open for several weeks and closed on Thursday 26 March 2026.



Councils supporting option 1e met with Directors from the Ministry of Housing, Communities and Local Government (MHCLG) virtually in February. Building on this engagement, MHCLG is due to visit Nottinghamshire in April/May 2026 to meet in person with Chief Executives and other key colleagues from the options presented by Nottinghamshire. Preparatory arrangements are underway to present the proposal, highlight key considerations, and demonstrate the geographical rationale underpinning our preferred option, 1e.



Quarterly Indicators	23/24 Q4 Value	24/25 Q4 Value	Quarter 3 25/26	Quarter 4 25/26**	Performance Trend*	Target 25/26
Contact Centre - telephony - average length of time to answer call (seconds)	156.0	91.0	81.0	79.0	↑	110.0
No of face-to-face contacts (Castle House)	16,720	17,271	11,949	16,103	↑	Demand
No of phone calls presented to Contact Centre	113,532	109,742	73,107	99,372	↑	Demand
Number of work experience placements offered at differing levels of education	New for 24/25 Q1	28	15	22	↓	25
% business rate collection	97.8%	98.2%	79.0%	97.6%	↓	98.2%
% council tax collection	97.2%	97.2%	79.4%	97.1%	↓	97.4%
% invoices paid within 30 days - whole Council	98.0%	94.7%	99.1%	99.0%	↓	98.5%

Exploring our performance:

The number of phone calls presented to the Contact Centre was 10,370 less than during 2024/25 and the number of face-to-face enquiries during the same period reduced by 1,168. The volume of enquiries is very dependent on external factors, during 2025/26 there weren't any significant changes or increase in services delivered, there weren't any emergency incidents such as flooding and there weren't any significant elections which took place. The work our teams have undertaken to improve the Council's website and self-serve forms also means that customers can choose the option that suits them best. In turn, we see that this reduces demand from our telephone lines and face-to-face appointments. Customer demand is however anticipated to increase during the second half of 2026/27 due to the food waste trials.

We saw that the average time taken to answer a telephone call during 25/26 was 11 seconds quicker than during 24/25, which is reflective of the reduced volume of telephone calls being received but is also fantastic performance. The average amount of time our customers were waiting to speak to an advisor was just 1 minute and 19 seconds. To put our performance into perspective, across UK customer service contact centres, publicly reported average call waiting times typically fall between approximately 1 minute 20 seconds and 2 minutes 40 seconds.

*Performance trend compares the current quarter to the previous quarter and indicates whether performance has increased, decreased or has remained flat.

**Where the current quarter appears more favourable than the previous quarter, but is indicating a downward trend, this is due to the use of year-to-date indicators. Year-to-date indicators present cumulative performance for the year, whereas the performance trend analyses each quarter independently.

Our Workforce.



Back in 2019, we declared a climate emergency, and since then we've been working hard **to reduce our carbon footprint.**

This quarter our Climate Change e-learning module was launched to colleagues, and it has been designed to provide a quick, accessible introduction to why carbon matters, what the Council is already doing, and how small, everyday actions from all of us can make a real difference – both at work and at home. All staff have been encouraged to complete the module as a helpful starting point for understanding climate change and

the actions being taken across the Council.

We recognise our **colleagues long service** milestones from 15 all the way up to 45 years and every milestone reflects the incredible dedication and hard work of our teams. Between January and March, six of our colleagues reached a significant long service milestone of between 20 – 35 years.



This quarter saw fantastic volunteers from our Housing Maintenance and Empty Homes and Transformation and Service Improvement teams swapping their desks for shovels in January and February, **planting young trees as part of the Trees for Climate programme.** Working with Greenwood Community Forest and the Woodland Trust, the teams added a mix of wildlife-friendly species, including Holly, Hazel, Crab Apple and even three special Sherwood Oaks.



Our Workforce.



Quarterly Indicators	23/24 Q4 Value	24/25 Q4 Value	Quarter 3 25/26	Quarter 4 25/26**	Performance Trend*	Target 25/26
Average number of sick days per employee (FTE) per year lost through sickness absence	6.8	7.0	7.2	9.6	↑	6.5
% of staff turnover	14.0%	13.0%	9.0%	11.6%	Not Applicable	13.0%

*Performance trend indicates whether KPIs this quarter have improved, declined, or remained the same compared to the previous quarter. This information allows readers to identify trends, analyse possible underlying causes, and use these insights as a reference for resource allocation, strategic planning, and establishing future performance targets.

**Where the current quarter appears more favourable than the previous quarter, but is indicating a downward trend, this is due to the use of year-to-date indicators. Year-to-date indicators present cumulative performance for the year, whereas the performance trend analyses each quarter independently.

Exploring our performance:

In terms of the average number of sick days per employee (FTE) per year lost through sickness absence, we can see that that this is performing below our targeted expectations, but performance has increased marginally quarter on quarter from 2.6 average sick days in Quarter 3, to 2.4 in Quarter 4. Despite this marginal improvement, the year-to-date position has remained below the target, and this is largely due to the number of staff who are currently managing serious, long term health conditions. This has resulted in an increase of long-term absences, with 63% of total absences being long term. Our Human Resources team continue to provide support to managers to ensure early intervention to avoid the absence becoming long term wherever possible and to support the employee back to work with reasonable adjustments.

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



Community Plan Performance Report

Annual Report

1 January 2026 –

31 March 2026

Appendix 2

Introduction

The quarterly Community Plan Performance Report reviews the Councils progress toward the goals outlined in the 2023–2027 Community Plan. In addition to regular quarterly updates, this accompanying summary highlights key performance indicators that are measured annually. These yearly metrics help us track long-term trends, evaluate progress on strategic objectives, and assess the wider impact of the Council’s work during the past year.

This document also provides an outturn position for our rolling snapshot KPIs, which are reported each quarter as standalone figures. For a fuller picture, we’ve calculated an average year-end value, offering an assessment of overall performance throughout the year.

By combining quarterly updates, annual KPIs, and year-end averages, we present a detailed overview of Newark and Sherwood District Council's performance. This approach helps us pinpoint areas of success, identify ongoing challenges, and ensure our services continue meeting the needs of residents, businesses, and communities across the district.

“It has been an extraordinary year for our district. I am immensely proud of the dedication shown by our officers and councillors, who work tirelessly to serve our community. The achievements we have celebrated this year, from environmental successes to housing improvements and public safety advancements, are a testament to the passion and commitment we all share for Newark and Sherwood. Together, we continue to strive for a better future for all our residents.

The one thing I know is that staff and Councillors do work very hard. We often receive huge criticism on social media for the work that we do but I really do believe we do an incredible job with the resources we have available to us.

We know it is impossible to please everyone with each decision we make, but we all passionately care about Newark and Sherwood and do the very best we can for all our residents at all times.”



**LOOKING BACK
ON 2025 WITH
THE LEADER OF
THE COUNCIL**



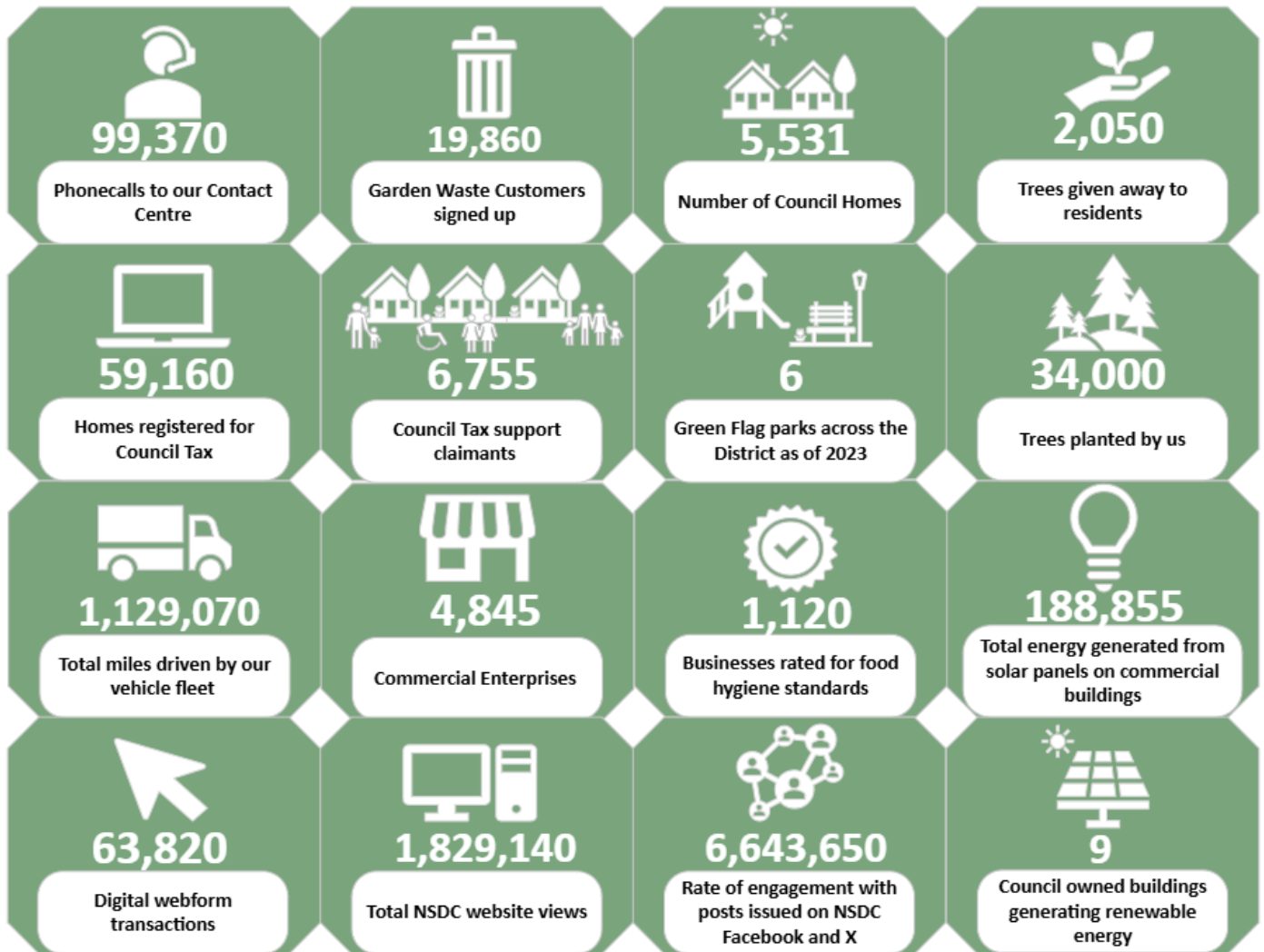
SERVING PEOPLE, IMPROVING LIVES

**Councillor Paul Peacock,
Leader of Newark and Sherwood District Council**

Our 2025-26 Year End Position

“Local government touches the lives of everybody, every day.” – Local Government Association

Our teams are working hard every day to deliver the best quality services for our communities, the following snapshot highlights a selection of those services, demonstrating both the variety and depth of our work in meeting the needs of residents, businesses, and visitors across the district.



* Please note, figures have been rounded where necessary.

Break down barriers to opportunity to enable residents and businesses to prosper and fulfil their potential.					
Indicators	2023/24	2024/25	2025/26	2025/26 Target	2026/27 Target
Year End Position - Rolling Snapshot Indicators					
Newark Beacon - % of occupied units	71.1%	82.9%	92.3%	83%	85%
Commercial Property - % occupied units	98.8%	98.6%	99%	95%	96%
Sherwood Forest Arts and Crafts - % of occupied units	98.8%	98.8%	100%	95%	96%
Newark town centre footfall count (average visitors per day)	6,845	6,982	6,452	7,000	7,300
% of planning applications (major) determined within statutory timelines	94.6%	78.5%	94.9%	90%	90%
% of planning applications (non-major) determined within statutory timelines	93.5%	93.1%	90.9%	90%	93%
Annual Indicators					
Total energy generated from solar panels on Council owned corporate assets	New for 2024/25	85,198	188,856	Demand	Demand
Percentage of town centre retail premises vacant across the NSDC district	7.2%	9.2%	8.3%	8%	8%

Exploring our performance:

Town centre vacancy remains slightly above target at 8.3%, although performance has improved from 9.2% last year and remains below the national average of 10.4%. Ongoing cost pressures, including higher rents, National Insurance contributions and wider trading costs, continue to affect business viability, particularly in areas with an oversupply of retail floorspace such as Newark. In response, the Council is supporting investment through discretionary rate relief, promoting town centre residential development, and progressing regeneration activity in Newark and Ollerton. Further improvement is expected during 2026/27 as these initiatives continue to take effect.

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

Indicators	2023/24	2024/25	2025/26	2025/26 Target	2026/27 Target
Year End Position - Rolling Snapshot Indicators					
Time spent in temporary accommodation for people we owe a duty to	New for 2025/26	New for 2025/26	8.9	13	12
Average time to re-let Council properties (days)	30.1	42.0	70.4	28	35
Amount of current arrears as a % of annual rent debit	1.5%	1.9%	3.2%	2.30%	2.9%
Average "End to End" time for all reactive repairs (calendar days)	15.6	25.9	21.5	16	12
% of repairs completed at first visit	91.1%	91.6%	90.9%	93.0%	90%
Annual Indicators					
Overall Satisfaction with Housing Services (TP01)	77.9%	77.0%	78.0%	79%	80%
% of Council homes with an energy efficiency (SAP) rating of C or above	52.3%	N/A	36%	75%	60%
Number of new council houses built	38	22	9	75	28

Exploring our performance: When considering the Performance of our Housing teams this year, it should be recognised that 2025/26 has been a challenging and important year for the service. Overall performance shows a mixed position, with clear strengths in homelessness services, with the average time spent in temporary accommodation at 8.9 weeks against a 13-week target, and the recent tenant satisfaction measure results improving, with overall satisfaction with Housing Services remaining strong at 78% whilst teams and services have experienced change.

The Directorate is clear on its areas for improvement, as well as areas for development to respond to increased regulation. Re-let times, rent arrears and repairs performance have out turned below target, reflecting a combination of operational pressures, contractor capacity, the implementation of the NEC Housing Management System. Our development programme has been impacted by the regeneration programme at Yorke Drive.

Within the quarterly Community Plan Performance Reports, we have provided additional information in the form of deep dives, particularly into re-let times. These updates have demonstrated our understanding and focus on these issues. Ongoing improvements are focussed around strengthening empty homes performance, improving repairs and first-time fix outcomes, supporting tenants earlier where rent arrears are increasing, and producing a data led investment programme based on 100% surveys.

A major focus during the last quarter of the year was preparing for inspection by the Regulator of Social Housing which enabled the teams to assess our services against the consumer standards and provide assurance to the Regulator of where our services are strong and self-awareness of our areas of improvement. The grading will be announced in July, and teams are continuing to improve service based on the Regulators feedback ahead of their formal decision and recommendations.

Looking ahead, our priorities are clear. We will continue to embed NEC, improve empty homes and repairs performance, reduce arrears through early intervention, progress energy efficiency improvements, and embed our new tenant involvement structure, particularly around scrutiny. Yorke Drive will also start on site in the Autumn. While not all targets were met this year, the service has made important progress and remains focused on providing safe, decent, affordable homes and responsive services for tenants.

Improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy.					
Indicators	2023/24	2024/25	2025/26	2025/26 Target	2026/27 Target
Year End Position - Rolling Snapshot Indicators					
Average number of calendar days to process new council tax support applications	13.6	15.0	18.4	14.0	14.0
Average no of calendar days to process council tax support change in circumstances	8.3	18.6	13.1	7.0	12.0
Average no of calendar days to process housing benefit change in circumstances	3.4	3.8	4.2	4.0	4.0
Average no of calendar days to process new housing benefit claims	13.7	16.2	21.2	14.0	18.0
Live Leisure Centre membership base (all)	11,416	11,777	11,802	11,500	9,750
Leisure Services - based on your experience; how likely are you to recommend us to a friend, family member, or colleague?	New for 2024/25	52.3%	59%	60%	60%
Annual Indicators					
Customer satisfaction with all Active4Today leisure centres	70.7%	87.0%	88.4%	85.0%	85%

Exploring our performance:

Performance within the Revenues and Benefits service was below target for the time taken to process new council tax support and housing benefit applications, as well as changes in circumstances. This reflects the significant work required during the year to manage the migration of working-age Housing Benefit cases to Universal Credit, which has been a key priority for the service.

Although the migration has now been completed, it has changed the nature of the team's workload. A higher volume of changes in circumstances is expected, with some claimants potentially generating several changes during the year. To help manage this demand, the service has introduced an automated data load process, which can handle around half of this workload. The remaining cases still require manual review and action by officers. We will continue to monitor demand closely, move resources where needed, and take further action to support performance improvement.

Reduce crime and anti-social behaviour, improving community feelings of safety.					
Indicators	2023/24	2024/25	2025/26	2025/26 Target	2026/27 Target
Year End Position - Rolling Snapshot Indicators					
% of businesses in the District with a food hygiene rating of 3 or higher (generally satisfactory or above)	96.5%	98%	97.9%	98%	98%

Exploring our performance:

Performance remained strong across 2025/26, with 98% of businesses achieving a food hygiene rating of 3 or above in three of the four quarters. Performance dipped slightly to 97% in Q4, meaning the annual average narrowly missed the 98% target. This still represents 1,010 of 1,118 businesses and compares favourably with the national position, where 85.5% of businesses in England are rated 3 or above.

Promote, maximise and celebrate the diversity of Newark and Sherwood's heritage, culture and community spirit.					
Indicators	2023/24	2024/25	2025/26	2025/26 Target	2026/27 Target
Annual Indicators					
% of visitors from schools – National Civil War Centre	24%	22%	22%	25%	25%
% of visitors from schools – Palace Theatre	12%	11%	12%	12%	12%

Exploring our performance:

Performance against this measure remained below target at 22%, reflecting a slight reduction in school visits during Q3. As delivery is dependent on school engagement, a targeted marketing campaign is being developed to help increase learning visits in 2026/27.

Reduce the impact of climate change and protect and enhance green spaces.					
Indicators	2023/24	2024/25	2025/26	2025/26 Target	2026/27 Target
Year End Position - Rolling Snapshot Indicators					
% fly tipping incidents removed within 72 hours	93.5%	98.1%	96.8%	95%	95%
Number of missed bins (per 100,000 households)	55.1	33.9	48.1	45.0	45.0
% of failing sites - street and environmental cleanliness - litter	0.2%	0.8%	1.1%	1.5%	1.5%
% of failing sites - street and environmental cleanliness - detritus	1%	1.1%	1.2%	1.2%	1.2%
% of incidents resulting in an FPN or prosecution	New for 2025/26	New for 2025/26	15.3%	17%	13%
Annual Indicators					
Total number of garden waste subscriptions	20,949	21,678	22,253	22,000	22,000
Number of trees planted on Council land or partner land	867	1,156	34,000	34,000	600
Number of trees given away to residents	1,305	1,450	2,048	1,000	1,000
Total gas and electricity energy consumption across Council owned corporate assets	New for 2024/25	1,024,895	1,660,215 (Kwh)	Demand	Demand

Exploring our performance:

Performance against this measure met target, with 34,000 trees planted on Council and partner land during 2025/26 at Thorney Abbey and Little Carlton. In addition to increasing tree cover, this will deliver important environmental benefits through enhanced biodiversity, improved carbon capture and stronger long-term climate resilience across the district.

Garden waste subscriptions performed well in 2025/26, reaching 22,253 against a target of 22,000 and continuing the upward trend from 20,949 in 2023/24 and 21,678 in 2024/25. This indicates sustained demand for the service and demonstrates residents' continued commitment to disposing of garden waste responsibly. Excluding Quarter 4, as waste data is reported one quarter in arrears, our teams collected 5,133 tonnes of garden waste. This supports the Council's wider environmental aims by helping to divert organic waste from landfill and ensuring it is processed through more appropriate recycling routes. The wider recycling position is also positive, with 4,623 tonnes of waste sent for recycling and 1,679 tonnes of kerbside glass recycled. Together, these results show that residents are actively engaging with different recycling services, supporting better waste separation, reducing avoidable landfill and contributing to the Council's climate and environmental objectives.

Be a Top Performing, Modern and Accessible Council.					
Indicators	2023/24	2024/25	2025/26	2025/26 Target	2026/27 Target
Year End Position - Rolling Snapshot Indicators					
% invoices paid within 30 days - whole Council	98.4%	94.5%	99.3%	98.5%	98.8%
Annual Indicators					
Number of apprenticeships commenced at all educational levels within NSDC	New for 2024/25	4	8	12	12
% of eligible apprenticeships completed, at all educational levels, that result in further employment	New for 2025/26	New for 2025/26	100%	80%	80%

Exploring our performance:

Performance against the measure for invoices paid within 30 days improved significantly in 2025/26, rising to 99.3%, compared with 94.5% in 2024/25 and 98.4% in 2023/24. This exceeded the 2025/26 target of 98.5% and reflects a strong improvement in payment timeliness across the Council.

This improvement was achieved despite only a modest reduction in invoice volumes, with 18,894 invoices processed in 2025/26 compared with 19,926 in 2024/25. The stronger performance is largely due to revised processes within Finance and Administration, including earlier prompts to managers and improved use of delegated authority, helping to ensure invoices are reviewed and approved more quickly within the 30-day payment period.

In 2025/26, 100% of eligible apprenticeships that ended resulted in further employment with the Council. Across the year, 11 apprenticeships were ongoing, with one apprentice completing their post and successfully securing a new role within the Council. This demonstrates the value of apprenticeships in supporting career development and helping individuals progress within local government.

Newark & Sherwood District Council Compliance Report

2025/26 Quarter 4

Introduction

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

Corporate compliance refers to the compliance of the 23 commercial sites owned by the Council. We provide this assurance on all buildings owned by the Council regardless of whether they are owned and run by the Council or leased to another body (such as the Gilstrap) as the maintenance of the built asset remains the responsibility of the owner.

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

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

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

Performance Indicators for Corporate Compliance for DATE

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

Exploring Our performance

All statutory compliance checks remained at 100%

Performance Housing Compliance

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

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

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

Performance Indicators for Housing Compliance for DATE

Indicator	Previous Quarter	Current Quarter	Target
% Completed Legionella tests (due this quarter)	100%	100%	100%
% Completed Legionella Risk Assessments (due this quarter)	100%	100%	100%
% Completed Asbestos Condition Surveys (annual)	100%	100%	100%
% Completed Asbestos Annual Reviews (due this quarter)	100%	100%	100%
% Completed Fire Risk Assessments (due this quarter)	100%	100%	100%
Number of outstanding RED Fire Risk Assessment actions	51	13	-
Number of outstanding AMBER Fire Risk Assessment actions	153	38	-
% Completed Gas Boiler Services (due this quarter)	99.6%	99.9%	100%
% Completed Electrical Inspection Reports (due this quarter)	99.9%	100%	100%
% Completed Lift Inspections (due this quarter)	100%	100%	100%

Exploring Our performance

All statutory compliance checks remained at or near 100% this quarter, with significant reductions in both outstanding Red and Amber fire- risk assessment and Amber actions.

Green Space Compliance

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

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

Exploring Our performance

All statutory compliance checks remained at 100%

Risk

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

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



Report to: Policy & Performance Improvement Committee – 6 July 2026

Director Lead: Suzanne Shead, Housing, Health & Wellbeing

Lead Officer: Nicola Priest, Housing Regulatory Compliance Manager

Report Summary	
Report Title	Annual Tenant Satisfaction Measures 2025/26
Purpose of Report	To present the latest tenant satisfaction measures (TSM) survey report.
Recommendations	That the Policy, Performance and Improvement Committee note: a) the content of the report; and b) that this report has been presented to SLT and the Tenant Influence and Assurance Board in June.
Reason for Recommendation	The report aligns to the following ambitions in the Community Plan : Ambition 2: Increase the supply of housing, in particular decent homes that residents can afford to buy and rent, as well as improving housing standards Ambition 7: Be a top performing, modern and accessible Council that get its everyday services right for the residents and businesses that it serves.

1.0 Background

- 1.1 In November 2020, the Government published the charter for social housing residents – social housing white paper which set out ways to improve services for people living in social housing. As a result, from 1 April 2023, the Regulator for Social Housing (RSH) introduced a range of tenant perception satisfaction measures (TSMs) to identify which landlords might need to improve and so that tenants could see how landlords are performing in comparison with others.
- 1.2 Landlords with 1,000+ properties are required to carry out the TSM survey annually and submit their results to the RSH by 30th June each year. The Council carried out its third annual survey during 2025/26. The full report findings are presented within **Appendix 1**.
- 1.3 As well as the mandatory 12 survey questions, the survey also asked three optional questions at the end, which are permitted as part of the survey exercise, to establish satisfaction with lettings and gas servicing and asked tenants if they would like to be involved. The survey also asked some contextual questions for both ASB and complaints to establish whether the cases were regarding housing services.

- 1.4 Part of the RSH survey requirements is that weighting must be applied where the survey sample base is not fully representative of the wider tenant base. Weighting has not been required as our sample is proportionally representative.
- 1.5 The summary table below shows the latest year performance and the previous performance for 2024/25 and 2023/24 as well as the direction of travel / percentage change between the latest year and 2024/25. Whilst some measures have declined, it is pleasing to see that many have increased, with a marked increase in satisfaction with repairs and communal areas.

TSM (satisfaction with...)	2025/26 Result %	24/25 Result%	2023/24 Result %	Change from 2024/25 to 2025/26 %
TP01 Overall service	78.0	77.2	77.2	+0.8
TP02 Overall repairs service	76.6	72.3	75.2	+4.3
TP03 Repairs time taken	70.6	65.5	69.0	+5.1
TP04 Home is well maintained	77.5	77.1	76.3	+0.4
TP05 Home is safe	84.6	82.5	84.7	+2.1
TP06 Listens to views & acts upon them	67.5	67.2	68.1	-0.3
TP07 Keeps informed	73.4	72.4	70.3	+1.0
TP08 Treated fairly & with respect	80.7	82.4	80.7	-1.7
TP09 Approach to complaints	37.6	44.3	27.1	-6.7
TP10 Communal areas	75.2	71.5	65.7	+3.7
TP11 Contribution to neighbourhood	71.6	71.9	64.3	-0.3
TP12 Approach to anti-social behaviour	66.6	64.4	61.3	+2.2

- 1.6 During 2025/26 a focus was placed on repairs, complaints and ASB to improve these areas and it is pleasing to see that 2 of the 3 areas have improved. Whilst the decline in complaints is disappointing, transactional satisfaction, which is more timely following the service, has increased from 55%, to 57% and 66% for the 3 respective years. TSMs ask tenants if they have made a complaint in the last 12 months and the context data shows us that at least a small amount have made complaints about non housing services, such as dog fouling, bins and moles.
- 1.7 Each year, as a result of the TSM survey outcomes, Business Managers within the service set a number of actions with the aim to improve performance. This progress is reported to SLT and the Tenant Influence and Assurance Board (formerly Housing Advisory Board) on a quarterly basis. The final position for 2025/26 against the actions is presented within the TSM Action Plan at **Appendix 2**.

2.0 Proposal /Options Considered

- 2.1 Business Managers will use the latest survey data to understand the underlying issues to drive service improvements. The resulting actions will be overlaid with actions already existing in business plans and those arising from our recent regulatory inspection. Any non-duplicated actions and those carried forward will be included within the ongoing action plan for 2026/27.
- 2.2 The TSM survey is anonymous, therefore tenants who wish to be contacted regarding being involved, have consented to their details being shared separately to the survey responses. The tenant engagement team have contacted these individuals to provide more information and added them to our involved tenants list where agreed. This has increased the numbers of involved tenants and will directly support the new tenant engagement and scrutiny framework.
- 2.3 Following the submission deadline of 30th June, the RSH will publish all social housing provider TSM results around late October.

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	Y	Equality & Diversity	Y
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

Financial Implications (FIN26-27/6929)

- 3.1 There are no direct financial implications resulting from this report. All follow-on actions will be met within existing resources and budgets.

Equality & Diversity

- 3.2 It is recommended by the RSH to offer more than one survey method. Two survey options are used for the survey; telephone and online.
- 3.3 Surveys are carried out across 12 months, on a weekly basis, on different days and different times. Whilst this is a sample survey, this enables tenants to take part at a convenient time.

Background Papers and Published Documents

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

None.



**NEWARK &
SHERWOOD**
DISTRICT COUNCIL

Tenant Satisfaction Measures Report 2025/26



viewpoint



Contents

Executive Summary.....	3
Summary of Approach	5
TP01 – Overall Satisfaction	7
TP02 – Overall Repairs Service.....	8
TP03 – Repairs: Time Taken	9
TP05 – Home is safe.....	11
TP06 – Listens to views & acts upon them	12
TP07 – Keeps you informed	13
TP08 – Treated Fairly & with Respect.....	14
TP09 – Approach to Complaints	15
TP10 – Communal Areas.....	16
TP11 – Contribution to Neighbourhood	17
TP12 – Approach to Anti-social Behaviour	18
Additional Questions	19
Further analysis.....	20
Key Driver Analysis	20
Benchmarking.....	21
Comments	22
Annex 1 - copy of questionnaire	23

Executive Summary

This report details the results of the 2025/26 Newark and Sherwood District Council Tenant Satisfaction Measures (TSM) survey.

Newark and Sherwood District Council commissioned Viewpoint Research CIC to complete the survey through a mixed methods research approach of telephone and online. A total of 546 surveys were completed.

The report presents results for all questions showing counts (actual number of responses) and percentages to one decimal place. Commentary to the results will typically group answers to give a combined satisfaction score (fairly satisfied and very satisfied answers added together) and differences are highlighted between demographics where they are notable.

Further analysis is provided with a summary of the open text comments received, benchmarking against national results and a key driver analysis to investigate how opinion-based questions have been influencers on overall satisfaction.

Results summary

- Overall satisfaction (TP01): This measure is often used as the headline measure of service performance. The 2025/26 score for Newark and Sherwood District Council is 78.0%. This is a 0.8-point increase on 2024/25.
- Highest scoring TSMs: The top scoring Tenant Satisfaction Measures were as follows:
 - TP05 84.6% - Proportion of respondents who, when thinking about the condition of their property or the building they live in, report that they are satisfied their home is safe.
 - TP08: 80.7% - Proportion of respondents who report that they agree with the statement: "Newark & Sherwood housing services treats me fairly and with respect".
 - TP01: 78.0% - Proportion of respondents who, taking everything into account, report that they are satisfied with the overall service provided (as above).
- Lowest scoring TSMs / high dissatisfaction:
 - TP09 37.6% - Proportion of respondents who report they are satisfied with Newark & Sherwood housing services approach to complaints handling. Based on those who stated they had experienced the service in the last 12 months.
 - TP12 66.6% - Proportion of respondents who report they are satisfied with Newark & Sherwood housing services' approach to handling anti-social behaviour.
 - TP06 67.5% - Proportion of respondents who report they are satisfied Newark & Sherwood housing services listen to their views and act upon them.

- Identifying what drives overall satisfaction: Based on the key driver analysis, the top service areas driving satisfaction are: Listens to tenant views and acts upon them (TP06), Treated fairly and with respect (TP08), and the home is well maintained (TP04).
- Results show some consistent trends across different demographics. Sheltered housing tenants are generally more satisfied than General Needs, residents in Bungalows more satisfied than other housing types and the elder tenant groups (75+ particularly) are generally more satisfied than the younger groups.
- When asked if they wished to add anything about the housing service, there were many generally positive comments given. Those focusing on improvements primarily highlighted the repairs service and communication from NSDC.

Results Table

A summary of all the TSM results is below, with comparisons to the 2024/25 results:

	25/26 Result	24/25 Result	Change
TP01 Overall satisfaction	78.0%	77.2%	+0.8
TP02 Overall repairs service	76.6%	72.3%	+4.3
TP03 Repairs: Time taken	70.6%	65.5%	+5.1
TP04 Home is well maintained	77.5%	77.1%	+0.4
TP05 Home is safe	84.6%	82.5%	+2.1
TP06 Listens to views & acts upon them	67.5%	67.2%	-0.3
TP07 Keeps informed	73.4%	72.4%	+1.0
TP08 Treated Fairly & with Respect	80.7%	82.4%	-1.7
TP09 Approach to complaints	37.6%	44.3%	-6.7
TP10 Communal areas	75.2%	71.5%	+3.7
TP11 Contribution to Neighbourhood	71.6%	71.9%	-0.3
TP12 Approach to Anti-social behaviour	66.6%	64.4%	+2.2

- Eight of the TSMs have improved their scores from 2024/25. Of particular note are TP03 Time taken to complete repairs, TP02 Overall repairs service and TP10 Communal areas are clean and well maintained.
- Dissatisfaction fell most notably with TP09 Approach to complaints, a fall of 6.7 points.

Summary of Approach

Methodology

A summary of the methodology used to complete the Tenant Satisfaction Measures' survey for NSDC is below.

Feedback services provider (collecting, generating, and validating the reported perception measures)	Independent research company – Viewpoint Research CIC
Survey fieldwork dates	April 2025 to March 2026
Total surveyable population	5389
Statistical confidence required and achieved	Required: $\pm 4\%$ margin of error at 95% confidence level (i.e. requiring a minimum of 540 responses).
Total sample size achieved (total number of responses)	546
Reasons for any failure to meet the required sample size	N/A
Collection method	Online (147) & telephone (399) The survey was completed on a monthly basis, with an online survey sent each month to a sample of tenants, followed by phone responses.
Sampling method	Online – computer generated random sampling Telephone - Stratified sampling
Type and amount of any incentives offered	None
Number of tenant households within the relevant population that have not been included in the sample	None
Summary of representativeness of the sample against the relevant tenant population	The sample achieved is highly representative of the tenant population by all demographics.
Any weighting applied	N/A
Questions asked	12 x regulatory TSM questions. 1 x open comment question after overall satisfaction 2 x additional questions regarding lettings and gas servicing
Any other methodological issues likely to have a material impact on the tenant perception measures reported	None

Representation

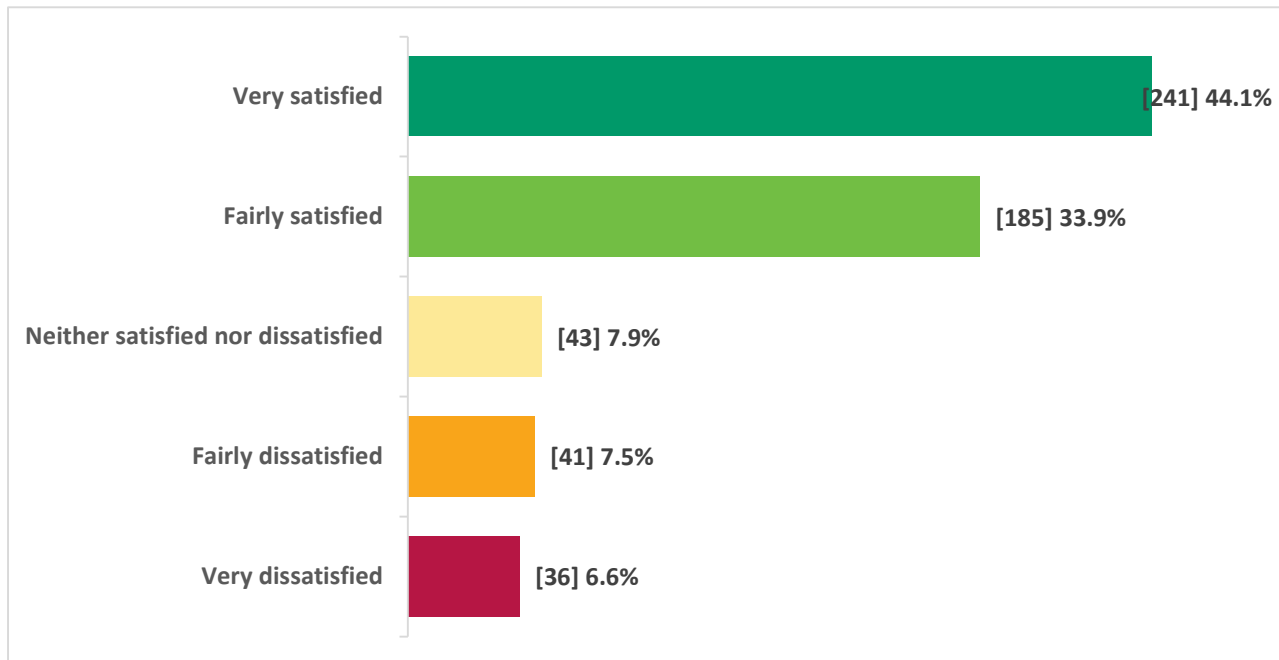
The table below shows that the survey sample achieved is representative of the relevant tenant population.

	Population %	Responses % (and actual)
Tenure		
General Needs	53%	57% (309)
Sheltered	47%	43% (237)
Property type		
Bungalow	34%	34% (185)
Flat	26%	24% (129)
House	37%	38% (209)
Other	3%	4% (23)
Occupancy		
1	42%	42% (228)
2	25%	26% (143)
3+	33%	32% (175)
Age		
18-34	12%	11% (62)
35-54	30%	27% (145)
55-74	38%	38% (206)
75+	20%	24% (133)
Disability		
Disabled	30%	31% (169)
Non-disabled	70%	69% (377)
Ethnicity		
White British	90%	91% (497)
Other	7%	6% (33)
Unknown	2%	3% (16)
Gender		
Male	37%	40% (216)
Female	63%	60% (329)
Other	0%	0% (1)

TP01 – Overall Satisfaction

Taking everything into account, how satisfied or dissatisfied are you with the service provided by Newark & Sherwood District Council housing services?

78.0%



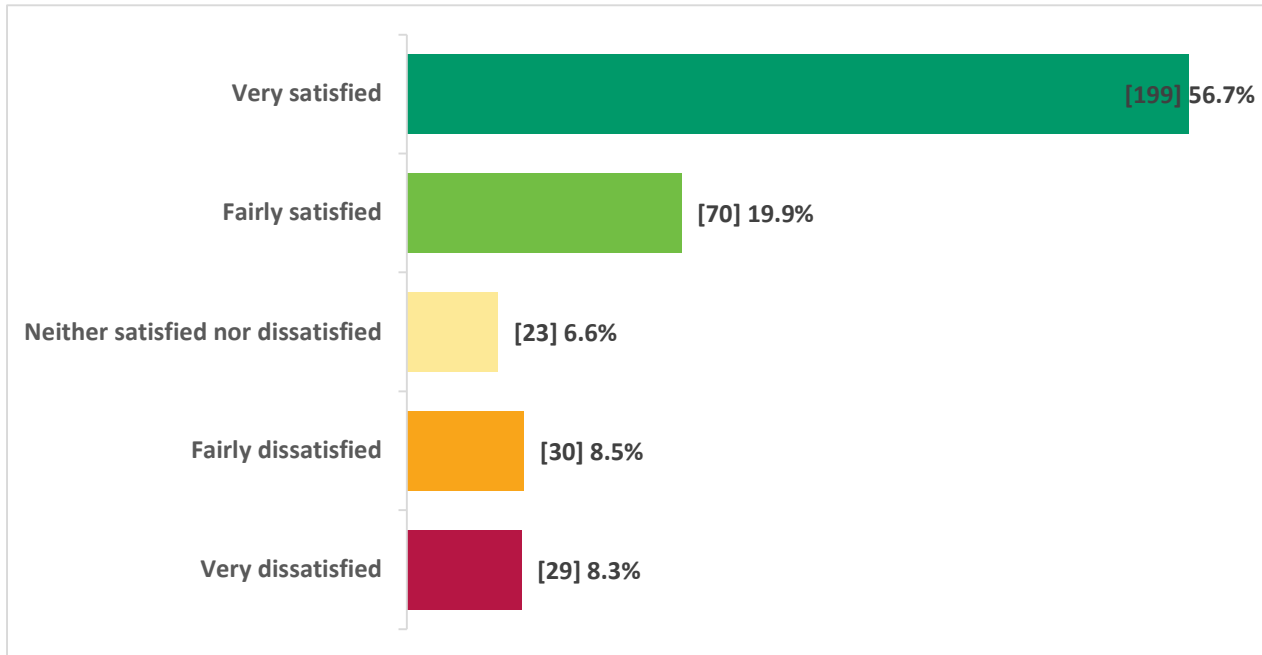
Analysis

- Overall satisfaction is 78.0% (426 respondents).
- The score has improved by 0.8 percentage points on 2024/25.
- The score places NSDC in the median quartile of national responses (2024/25 results) - but is only 0.9 points off the upper quartile.
- ‘Neither satisfied nor dissatisfied’ accounted for 7.9% of responses meaning 14.1% (77 responses) were actively dissatisfied.
- Methodology makes a significant difference as the satisfaction of tenants who completed the survey online was much lower (62.6%) than those who completed by telephone (83.7%).
- Satisfaction among Sheltered tenants (80%) was higher than General Needs (77%) but the difference is less stark than in previous years.
- Differences in housing type showed that residents living in Bungalows were slightly more satisfied – Bungalow (82%), Flat (78%), House (77%).
- Satisfaction between age groups shows a trend of higher satisfaction among older groups - 18-34 (69%), 35-54 (74%), 55-74 (78%), 75+ (88%).

TP02 – Overall Repairs Service

How satisfied or dissatisfied are you with the overall repairs service from Newark & Sherwood housing services over the last 12 months?

76.6%



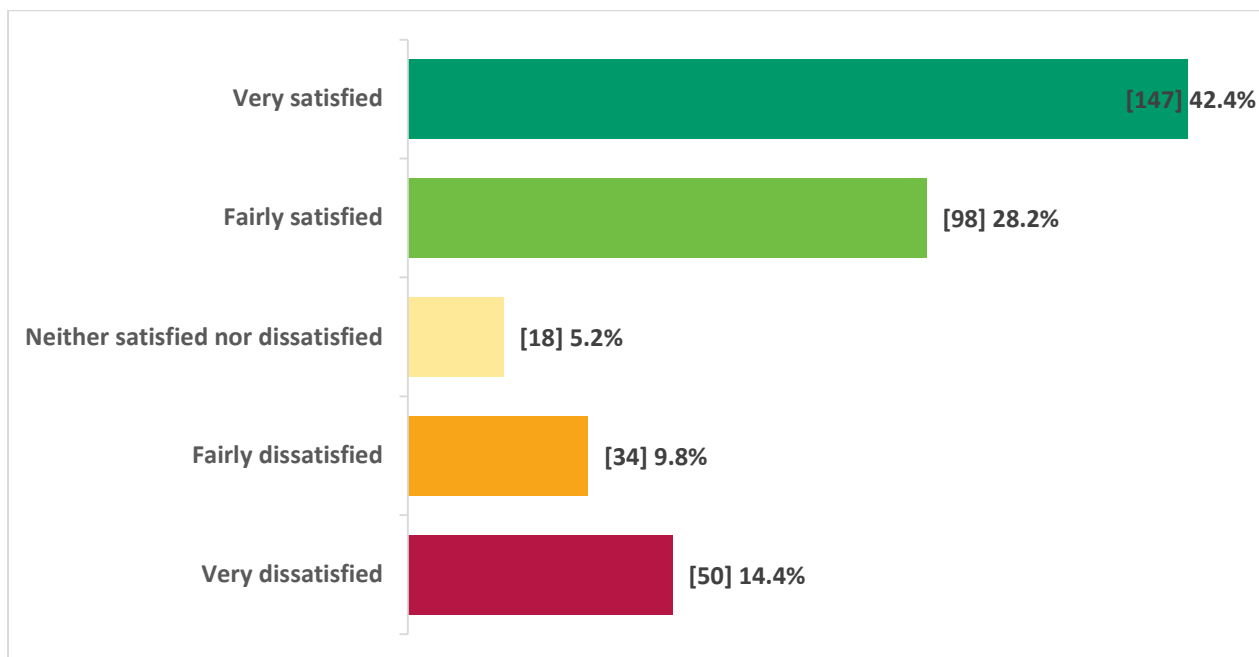
Analysis

- Residents were asked, “Has Newark & Sherwood housing services carried out a repair to your home in the last 12 months?”. A total of 64.8% (353 respondents) stated ‘Yes’ compared to 35.2% (192 respondents) who stated ‘No’.
- Those who stated ‘Yes’ were then asked TP02 above, where 76.6% (269 respondents) were fairly or very satisfied.
- The score is a 4.3-point increase on the score received last year.
- Sheltered housing tenants (87%) were notably more satisfied than General Needs (70%).
- Accordingly, respondents in Bungalows (90%) were more satisfied than other properties – Flats (75%), Houses (69%); and tenants aged 75+ were most satisfied (87%), compared to 55-74 (80%), 35-44 (69%) and 18-34 (64%).

TP03 – Repairs: Time Taken

How satisfied or dissatisfied are you with the time taken to complete your most recent repair after you reported it?

70.6%



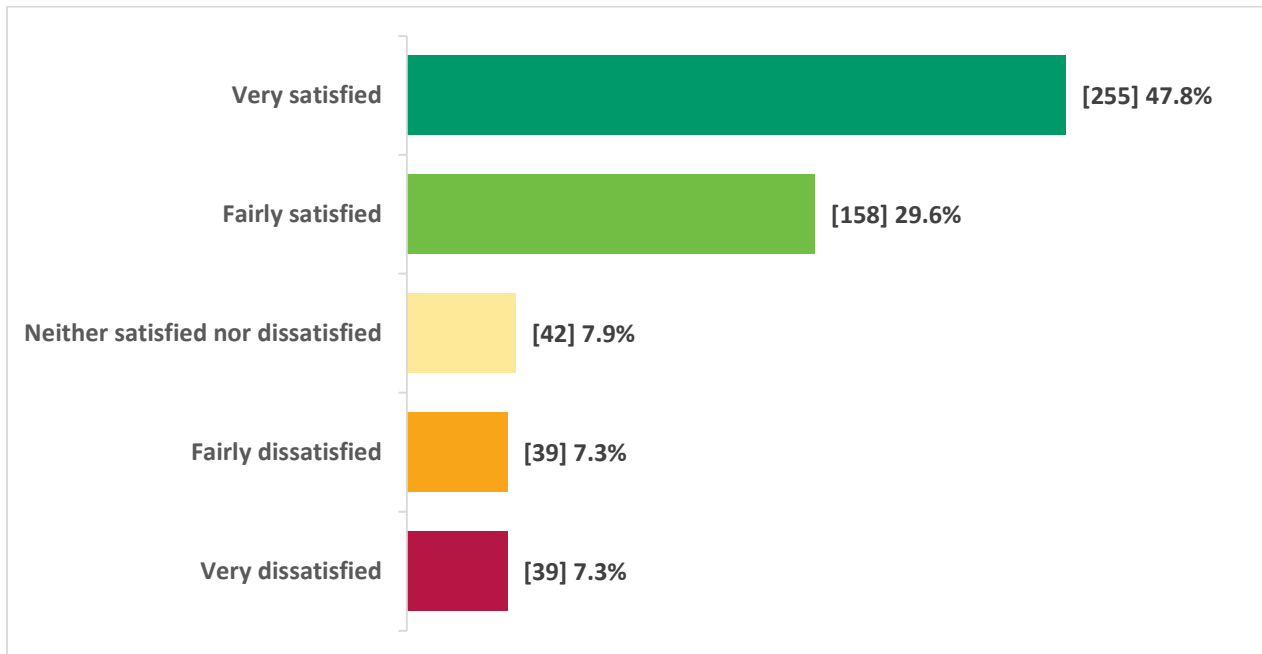
Analysis

- Of those residents who previously stated Newark & Sherwood housing services had carried out a repair to their home in the last 12 months, residents were then asked TP03, above.
- A total of 70.6% (245 respondents) were fairly or very satisfied.
- This question saw the biggest increase in satisfaction on the survey, a rise of 5.1 percentage points.
- The breakdown by demographics is similar to TP02 with Sheltered tenants (80%) 15 points more satisfied than General Needs (65%).
- And customers in Bungalows (81%) were again more satisfied than other housing types – Flats (72%), Houses (63%).

TP04 – Home is well maintained

How satisfied or dissatisfied are you that Newark & Sherwood housing service provides a home that is well maintained?

77.5%



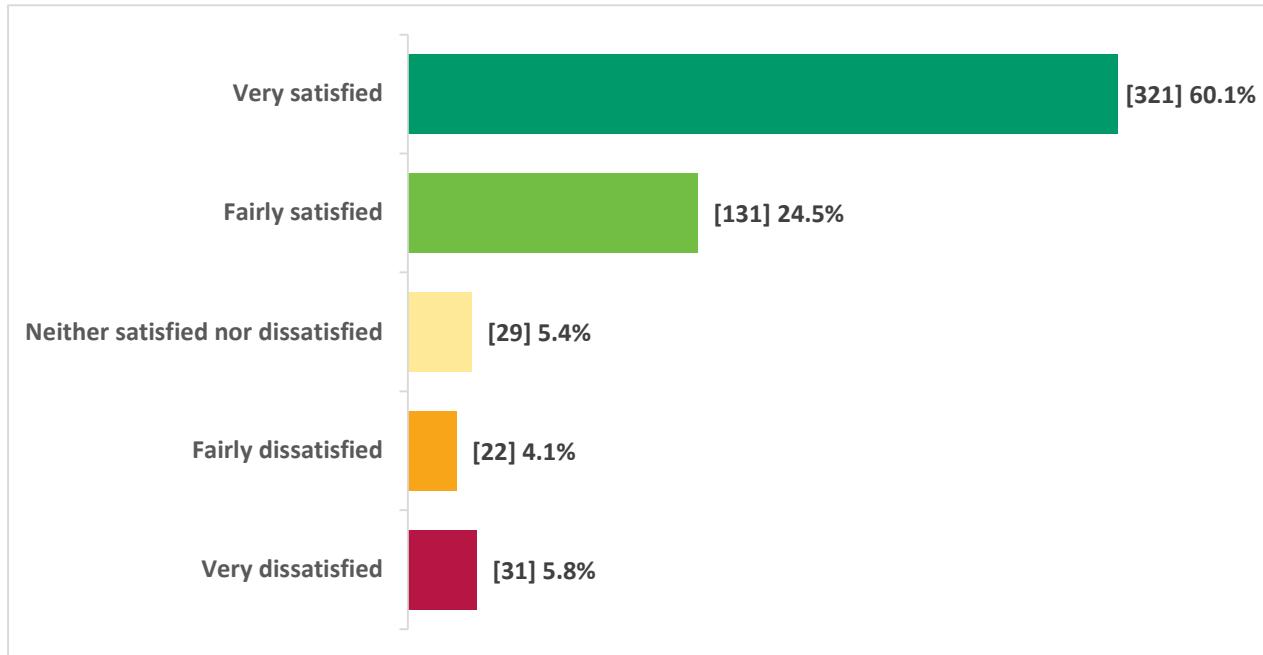
Analysis

- 77.5% (413 respondents) were fairly or very satisfied.
- This measure has increased by 0.4 points on the 2024/25 result.
- Tenants in Sheltered accommodation (82%) were notably more satisfied than General Needs (74%).
- Differences between property types are relatively slight, with tenants living in Flats (82%) and Bungalows (81%) marginally more satisfied than those in Houses (75%).
- This question was the third joint top driver to overall satisfaction.

TP05 – Home is safe

Thinking about the condition of the property or building you live in, how satisfied or dissatisfied are you that Newark & Sherwood provides a home that is safe?

84.6%



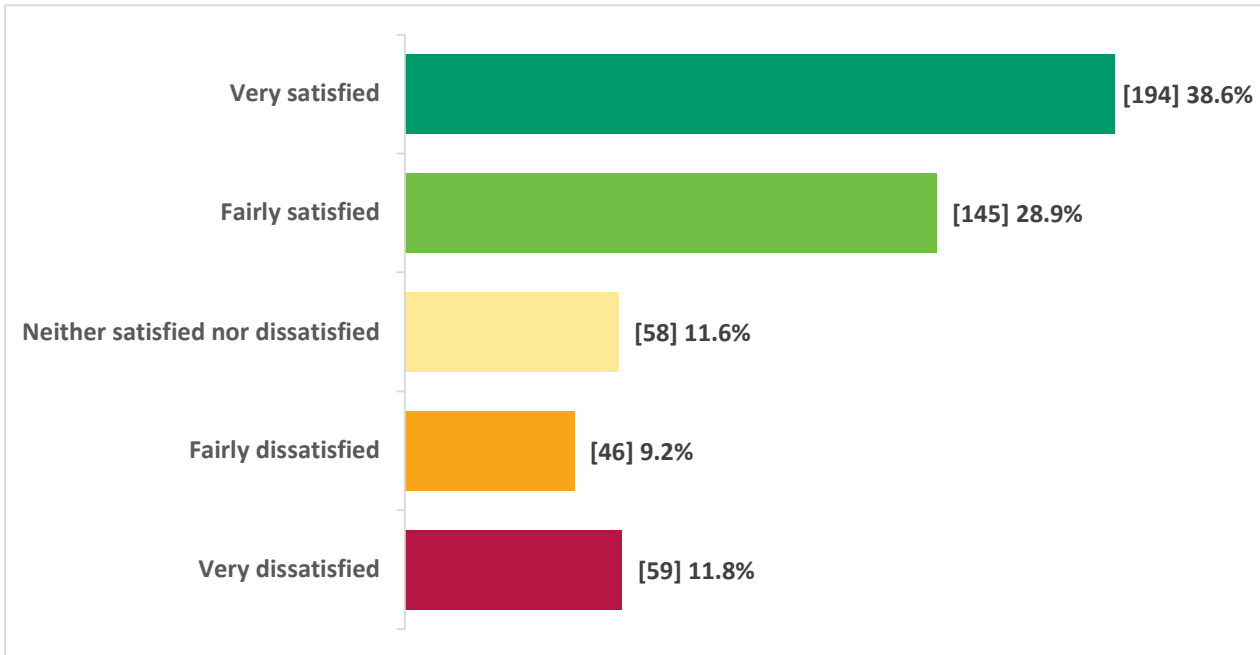
Analysis

- 84.6% (452 respondents) were fairly or very satisfied, and with a 2.1 point increase it is the highest scoring question on the survey.
- The score places this measure in the upper quartile of national responses (2024/25 results).
- Sheltered housing tenants (88%) were more satisfied than General Needs (82%).
- Scores between property types are relatively close (Houses 82%, Flats 87% & Bungalows 89%).

TP06 – Listens to views & acts upon them

How satisfied or dissatisfied are you that Newark & Sherwood housing services listens to your views and acts upon them?

67.5%



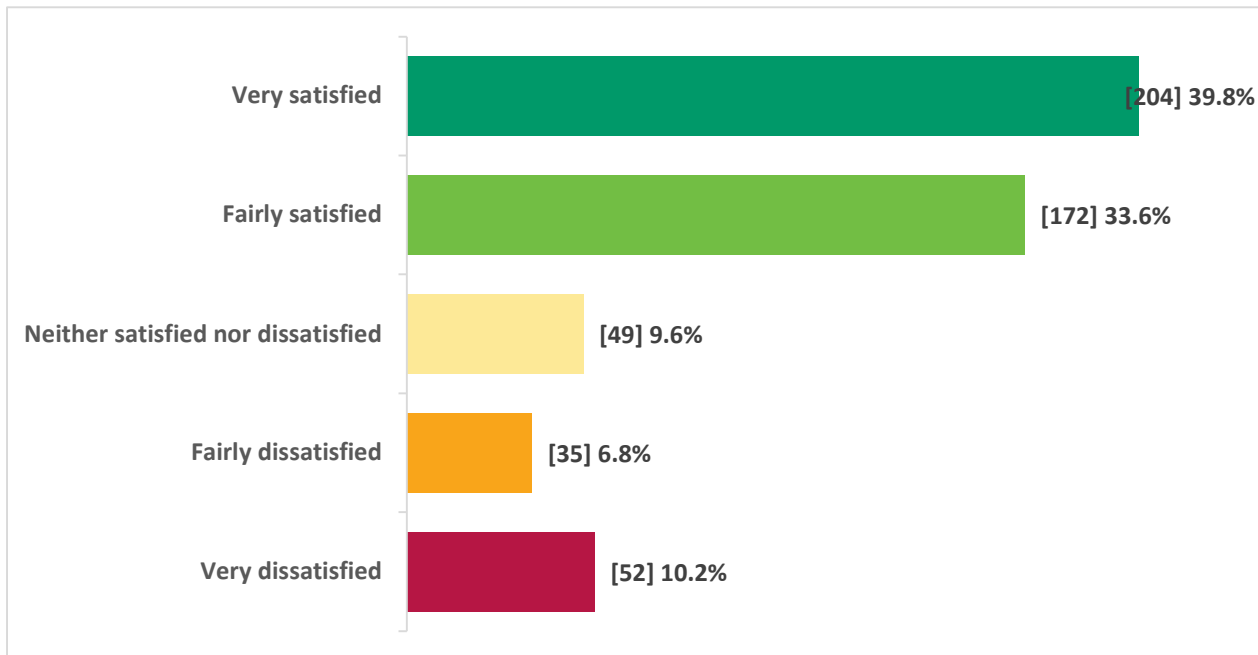
Analysis

- 67.5% (339 respondents) were fairly or very satisfied.
- The satisfaction score is marginally lower than in 2024/25, by 0.3 points.
- There is a 5% difference between the General Needs (65%) and Sheltered (70%) tenants.
- Residents in Bungalows (74%) were again more satisfied than Houses and Flats (both 65%).
- The question is the joint-top key driver to satisfaction.

TP07 – Keeps you informed

How satisfied or dissatisfied are you that Newark & Sherwood housing services keeps you informed about things that matter to you?

73.4%



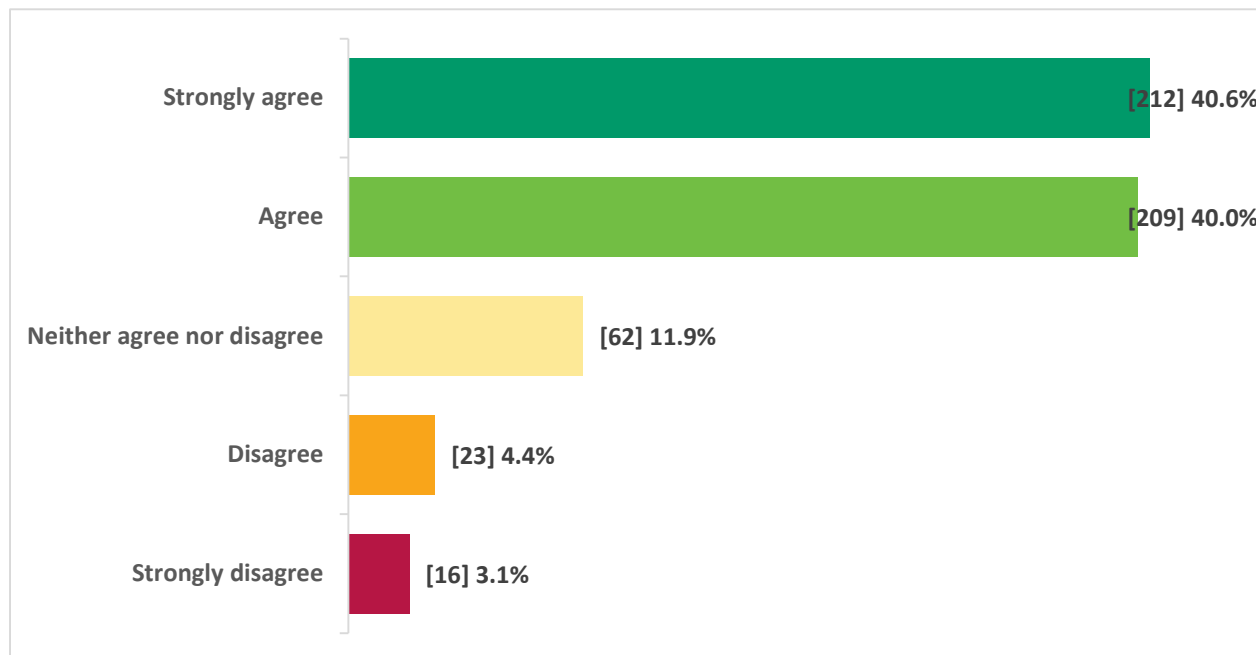
Analysis

- 73.4% (376 respondents) were fairly or very satisfied.
- Satisfaction with this measure has risen by one point on last year.
- Sheltered residents (76%) were again more satisfied than General Needs (71%).
- Tenants living in Bungalows were slightly more satisfied (77%) than other housing types – Flat (74%) and House (72%).
- The 75+ age group of tenants (80%) were more satisfied than the other ages, where the differences between them were slight.

TP08 – Treated Fairly & with Respect

To what extent do you agree or disagree with the following: "Newark & Sherwood housing services treats me fairly and with respect"?

80.7%



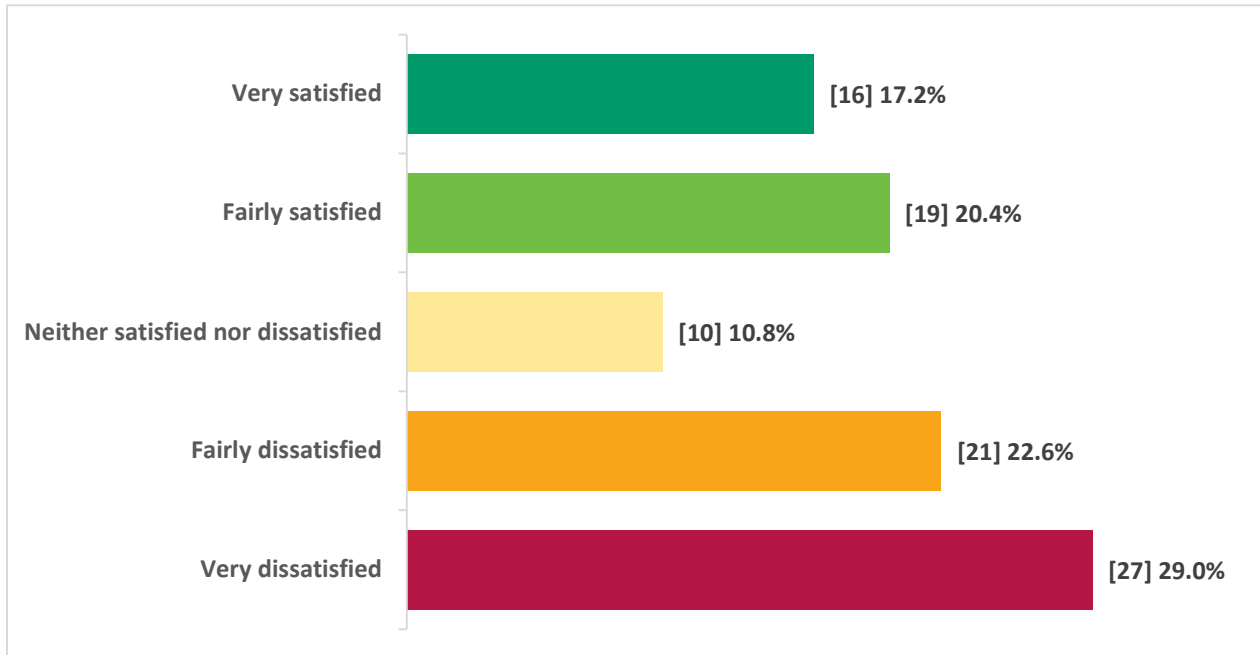
Analysis

- 80.7% (421 respondents) agreed or strongly agreed that they are treated fairly and with respect.
- The result has decreased by 1.7 points but remains the second highest scoring question on the survey.
- The difference in satisfaction between General Needs (79%) and Sheltered (82%) was only slight.
- Differences in property type were also narrower than on other measures – Bungalows (86%), Houses (80%), Flats (76%).

TP09 – Approach to Complaints

How satisfied or dissatisfied are you with Newark & Sherwood housing services approach to complaints handling?

37.6%



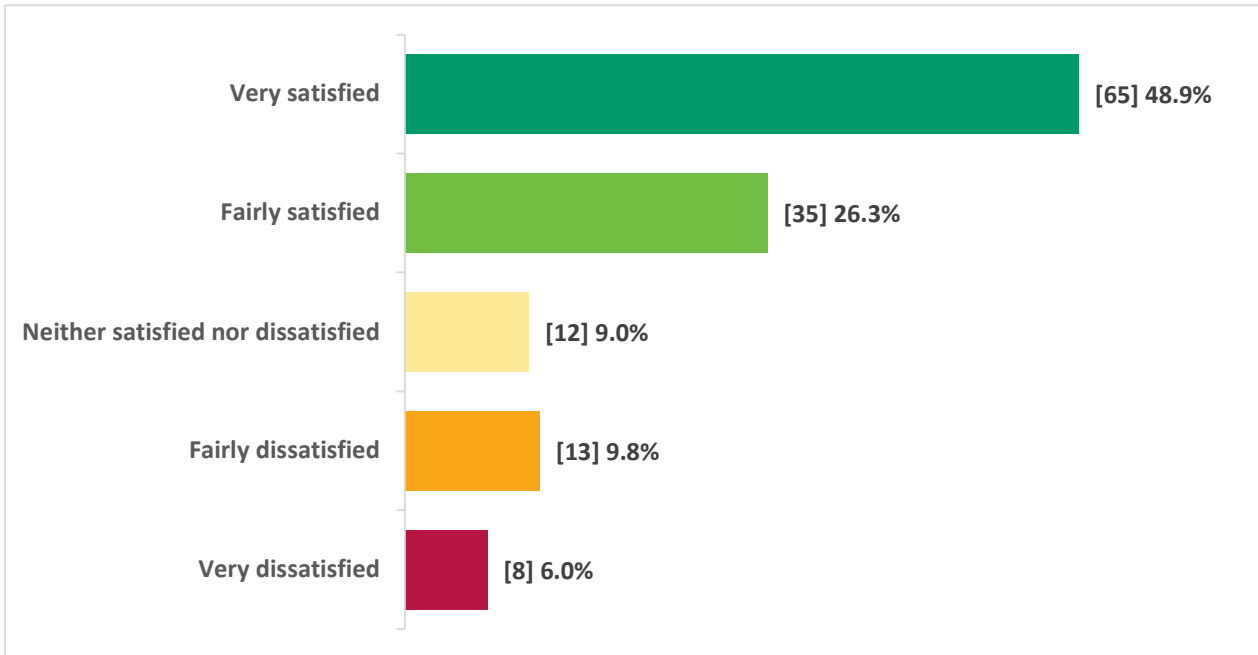
Analysis

- Residents were asked, “Have you made a complaint to Newark & Sherwood housing services in the last 12 months?”. A total of 17.9% (95 respondents) stated ‘Yes’ compared to 82.1% (435 respondents) who stated ‘No’.
- Those who stated ‘Yes’ were then asked, TP09 above, where 37.6% (35 respondents) were fairly or very satisfied.
- This is the lowest scoring question on the survey, and the score has fallen compared to 2024/25, by 6.7 percentage points.
- The measure does remain in the median quartile of national responses (2024/25 results) showing that it is not an issue unique to NSDC.

TP10 – Communal Areas

How satisfied or dissatisfied are you that Newark & Sherwood housing services keeps these communal areas clean and well maintained?

75.2%



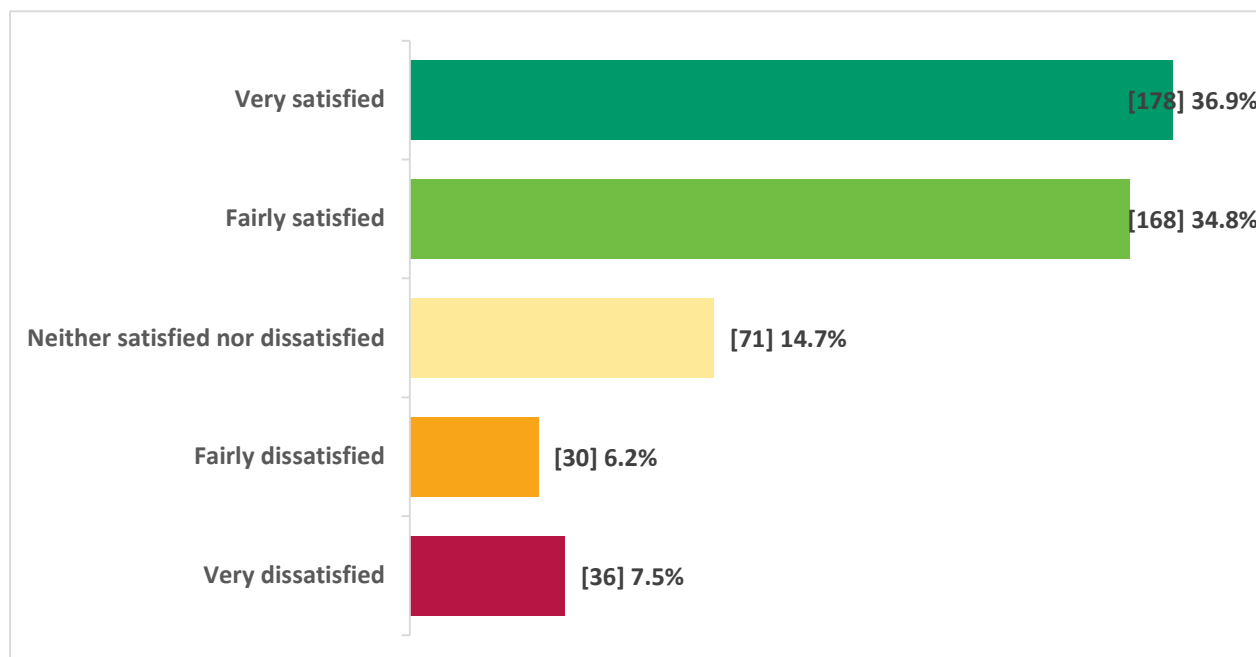
Analysis

- Residents were asked, “Do you live in a building with communal areas, either inside or outside, that Newark & Sherwood housing services is responsible for maintaining?”. A total of 25.7% (135 respondents) stated ‘Yes’ compared to 71.1% (374 respondents) who stated ‘No’. A further 3.1% (17 respondents) stated that they did not know.
- Those who stated ‘Yes’ were then asked TP10 above, where 75.2% (100 respondents) were fairly or very satisfied.
- The score places this measure in the upper quartile of national responses (2024/25 results).
- The result is a 3.7-point increase on the previous year’s result, continuing the positive direction from last year’s survey.
- General Needs tenants were more satisfied than Sheltered (78% to 73%), while the scores for housing type and age groups were very even with no notable differences.

TP11 – Contribution to Neighbourhood

How satisfied or dissatisfied are you that Newark & Sherwood housing services makes a positive contribution to your neighbourhood?

71.6%



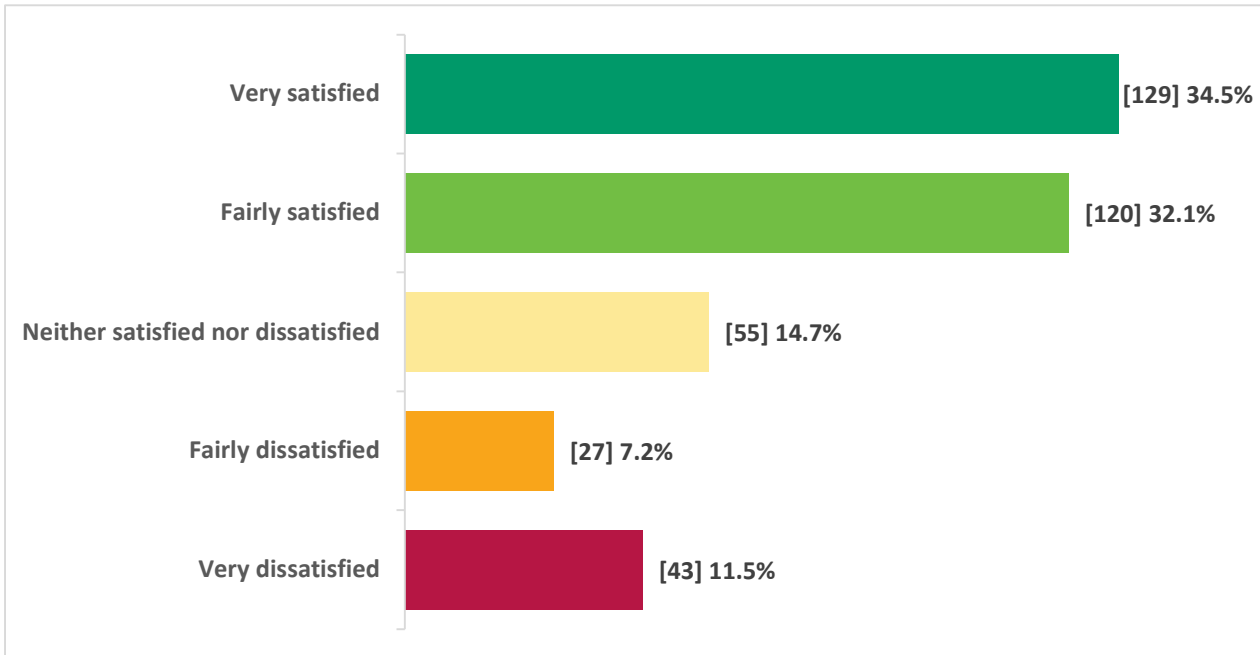
Analysis

- 71.6% (346 respondents) were fairly or very satisfied.
- The result is a small fall (0.3 percentage points) on 2024/25 but has largely maintained the significant increase achieved last year on 2023/24's score.
- Tenants in sheltered accommodation (74%) were slightly more satisfied than General Needs (70%).
- Differences between property type were slight, with tenants living in bungalows (76%) marginally more satisfied than those in flats (71%) and houses (70%).

TP12 – Approach to Anti-social Behaviour

How satisfied or dissatisfied are you with Newark & Sherwood housing services approach to handling anti-social behaviour?

66.6%



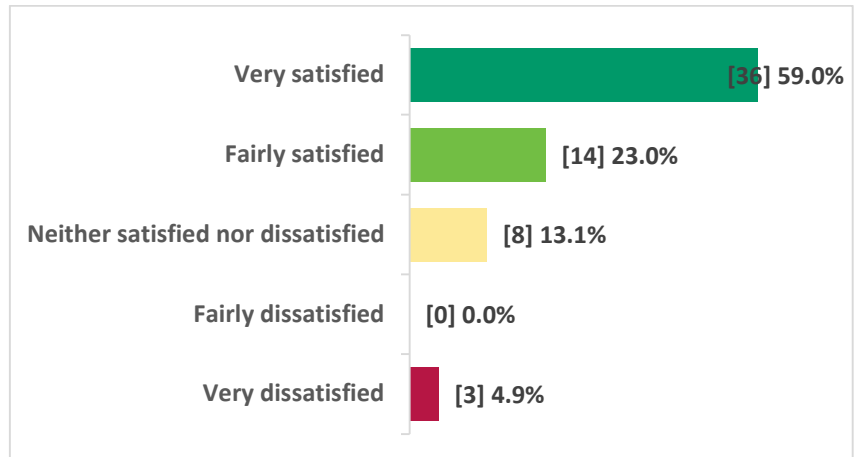
Analysis

- 66.6% (249 respondents) were fairly or very satisfied.
- A relatively large number of respondents – 122 – were unable to answer this question, replying ‘don’t know / non applicable’. Many said they were not aware of what NSDC does in regard to ASB so were unable to judge NSDC’s contribution.
- The score places this measure in the upper quartile of national responses (2024/25 results).
- This measure increased by 2.2 points on the 2024/25 survey.
- Sheltered tenants were 6 points more satisfied than General Needs (70% to 64%).
- The score for Houses (64%) was slightly lower than Flats (70%) and Bungalows (71%).

Additional Questions

Lettings

If you rented a property in the last 12 months, how satisfied were you with the overall lettings process?

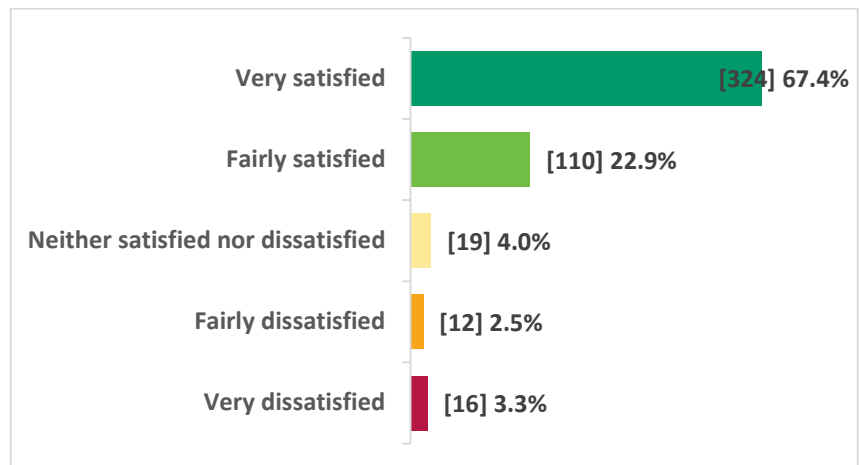


Analysis

- 61 customers had rented a new property in the last 12 months. 82.0% of these (50 respondents) were very or fairly satisfied with the process.
- The result is a 1.1-point increase on the score achieved in 2024/25 but below the overall satisfaction score of 97% received on transactional surveys for new lettings in 2024/25.

Gas Servicing

How satisfied are you with the gas servicing provided by Newark & Sherwood?



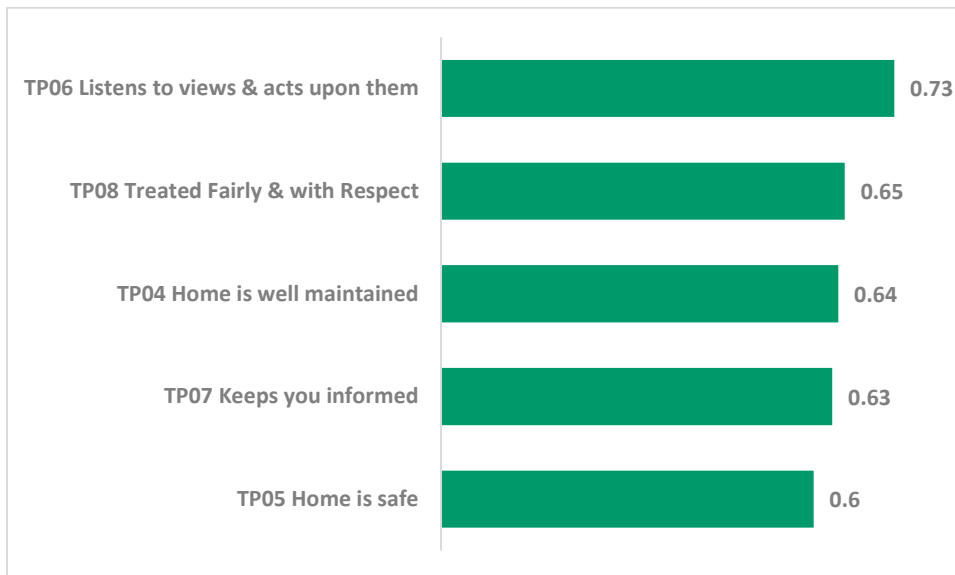
Analysis

- 481 customers answered this question and 90.2% (434 responses) were very or fairly satisfied.
- The result is a 3.5-point increase on the satisfaction score achieved last year. It remains just below the overall satisfaction score of 92% received in 2024/25 on transactional surveys for gas servicing.

Further analysis

Key Driver Analysis

A Key driver analysis was carried out to learn more about the overall satisfaction score, specifically which of the other questions were most related to the overall satisfaction score.



Note - The analysis produces a correlation coefficient (or r value for short) which can range from -1.0 to +1.0. This rating can be interpreted using the following guide:

- An r value close to 1 indicates that there is a strong relationship between the two variables
- A positive r value means that as one variable increases in value, the other variable will increase in value.

As with last year there are three measures relating to communication in the top five key drivers. 'Listening to your views and acts upon them' is the top key driver (ranked joint first last year) while 'Being treated fairly & with respect' and 'Keeping you informed' also show a strong correlation to overall satisfaction.

Last year 'Home being well maintained' was the top driver. This is now ranked third, with 'Home is safe' ranked fifth.

Benchmarking

The table below shows how Newark & Sherwood District Council's scores compare with the median results of all low-cost rental accommodation in England (2024/25 results) and whether the scores place NSDC in the upper, lower or median quartile.

NSDC achieved upper quartile on three measures and were very close to the upper quartile on a number of others.

	2025/26	Median	Upper	Quartile
TP01 Overall satisfaction	78.0%	71.8%	78.9%	Median
TP02 Overall repairs service	76.6%	73.6%	79.6%	Median
TP03 Repairs: Time taken	70.6%	69.5%	76.5%	Median
TP04 Home is well maintained	77.5%	71.9%	77.8%	Median
TP05 Home is safe	84.6%	77.6%	82.9%	Upper
TP06 Listens to views & acts upon them	67.5%	61.6%	69.3%	Median
TP07 Keeps informed	73.4%	72.0%	77.3%	Median
TP08 Treated Fairly & with Respect	80.7%	77.9%	83.9%	Median
TP09 Approach to complaints	37.6%	35.5%	42.1%	Median
TP10 Communal areas	75.2%	66.7%	72.8%	Upper
TP11 Contribution to Neighbourhood	71.6%	64.6%	71.7%	Median
TP12 Approach to Anti-social behaviour	66.6%	59.5%	66.4%	Upper

Comments

Comments were collected at the end of the survey with the question ‘Is there anything you would like to say relating to the service provided by Newark and Sherwood housing services?’. A summary of the main themes arising from the comments, with example quotes, are below.

Positive responses:

55 responses were received that expressed general satisfaction with NSDC, particularly in regard to their responsiveness, helpfulness, and efficiency in service delivery. Many respondents expressed satisfaction with the council's ability to react to queries promptly and maintain a high standard of service, contributing to their overall happiness.

“I'm very happy with everything. They're always very helpful at the council.”

“Very satisfied overall, always polite on the phone and proactive in providing support.”

Responses focused on improvement:

Theme	Number of responses
Repairs	73
Communication / information	38
Gardens / outdoors areas	31
Quality of Home	28
Support for disabled and elderly	14
Housing allocation and transfers	13
ASB	12
Parking/street issues	9
Pest Control	6

“I've been waiting for so many repairs for over 5 years. They've identified themselves that a lot needs doing, but even though they report it nothing gets done.”

“I have reported several repairs in the last few years, but you do have to wait a long time. But I'm very satisfied with the work they do.”

“They could listen better and communication between departments could be better.”

Annex 1 - copy of questionnaire

Tenant Satisfaction Measures Survey

Opening Script

Hello, can I please speak to xxx?

My name is xxx calling from Viewpoint on behalf of Newark & Sherwood District Council housing services.

I'm calling today to ask you a few quick questions about the services you receive from them. Anything you tell me will be used for their annual Tenant Satisfaction Measures and to help improve the services they provide to you.

The questions will take around 10 minutes. Is now a convenient time?

Thank you. This interview will be carried out to the Market Research Society's Code of Conduct and we record calls for our training, is that alright with you?

Thank you. My first question is:

Q1 Taking everything into account, how satisfied or dissatisfied are you with the service provided by Newark & Sherwood District Council housing services?

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied

Q2 Has Newark & Sherwood housing services carried out a repair to your home in the last 12 months?

- Yes
- No

Q2a How satisfied or dissatisfied are you with the overall repairs service from Newark & Sherwood housing services over the last 12 months?

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied

Q2b How satisfied or dissatisfied are you with the time taken to complete your most recent repair after you reported it?

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied

Q3 How satisfied or dissatisfied are you that Newark & Sherwood provides a home that is well maintained?

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied

Q4 Thinking about the condition of the property or building you live in, how satisfied or dissatisfied are you that Newark & Sherwood provides a home that is safe?

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied
- Not applicable / don't know

Q5 How satisfied or dissatisfied are you that Newark & Sherwood housing services listens to your views and acts upon them?

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied
- Not applicable / don't know

Q6 How satisfied or dissatisfied are you that Newark & Sherwood housing services keeps you informed about things that matter to you?

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied
- Not applicable / don't know

Q7 To what extent do you agree or disagree with the following: "Newark & Sherwood housing services treats me fairly and with respect"?

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Not applicable / don't know

Q8 Have you made a complaint to Newark & Sherwood housing services in the last 12 months?

- Yes
- No

Q8a How satisfied or dissatisfied are you with Newark & Sherwood housing services approach to complaints handling?

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied

Q9 Do you live in a building with communal areas, either inside or outside, that Newark & Sherwood housing services is responsible for maintaining?

- Yes
- No
- Don't know

Q9a How satisfied or dissatisfied are you that Newark & Sherwood housing services keeps these communal areas clean and well maintained?

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied

Q10 How satisfied or dissatisfied are you that Newark & Sherwood housing services makes a positive contribution to your neighbourhood?

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied
- Not applicable / don't know

Q11 How satisfied or dissatisfied are you with Newark & Sherwood housing services approach to handling anti-social behaviour?

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied
- Not applicable / don't know

Additional questions

Q12 If you rented a new property in the last 12 months, how satisfied were you with the overall lettings process?

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied
- Not applicable / don't know

Q13 How satisfied are you with gas servicing provided by Newark & Sherwood?

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied
- Not applicable / don't know

Q14 The council has a wide range of ways of tenants getting involved, would you be interested in getting involved?

- Yes
- No

Q15 If yes, are you happy for us to share your details with the council so they can contact you about getting involved?

- Yes
- No

Q15a Finally is there anything you would like to say relating to the service provided by Newark and Sherwood housing services?

Closing Script

Thank you for your time, that's the end of my questions. This information will be extremely useful for Newark and Sherwood housing services. Have a great day, goodbye

If someone is very dissatisfied overall

Newark & Sherwood housing services are keen to follow up on any comments they feel they can improve on so may contact you to discuss your dissatisfaction. NSDC has a complaints policy and it is your right to make a complaint if you want to, please visit their website or contact customer services.

If anyone wants to contact the council

Newark & Sherwood District Council 0800 561 0010

TSM Ref	Satisfaction Measure	NSDC Position 2024/25 %	LA Upper Quartile Figures 2023/24*	Action Description	Lead Officer(s)	Target Completion	Status	Progress Notes
TP01	Overall satisfaction	77.2	78.9	Review repairs policy – including repairs comms – ongoing – will complete in 2025/26	Business Manager Housing Repairs and Empty Homes	Q3 2025/26	Completed	Completed but further review to be undertaken.
TP01	Overall satisfaction	77.2	78.9	Review abandoned repairs; Reviewed costs of tenant out visits, need to do same for abandoned work. Picking back up now the Repairs and Voids Manager in place.	Business Manager Housing Repairs and Empty Homes	2025/26	In Progress	
TP01	Overall satisfaction	77.2	78.9	Training on reasonable adjustments policy for repairs staff (the rollout of this has commenced housing wide)	Business Manager Building Safety and Asset Investment	2025/26	In Progress	
TP01	Overall satisfaction	77.2	78.9	Review of complaint learning in relation to repairs and implement the actions. Ongoing – some changes already implemented.	Housing Regulatory Compliance Manager	Q4 2025/26	Completed	This has commenced and now ongoing BAU. Currently monitoring the recent changes.
TP01	Overall satisfaction	77.2	78.9	Implement a reactive damp process	Business Manager Housing Repairs and Empty Homes	2025/26	Completed	Complete and to be reviewed further.
TP01	Overall satisfaction	77.2	78.9	Refresh training matrix for all teams within the service.	Business Manager Housing Repairs and Empty Homes	2025/26	Completed	Completed but further review to be undertaken.
TP02	Satisfaction with repairs	72.3	79.6	Linked actions under TP01 apply	Business Manager Housing Repairs and Empty Homes	2025/26	In Progress	
TP03	Satisfaction with time taken with repairs	65.5	76.5	Linked actions under TP01 apply	Business Manager Housing Repairs and Empty Homes	2025/26	In Progress	
TP04	Home well maintained	77.1	77.8	Carry out stock condition surveys to 50% of stock (25% external and 25% internal) Ongoing due to resource issues.	Business Manager Building Safety and Asset Investment	2025/26	Completed	Currently over 95%, with the remainder being completed by end of Q1
TP04	Home well maintained	77.1	77.8	Analysis of Apex asset management system stock condition for asset management programme including aids and adapts renewal programme Partial completion.	Business Manager Building Safety and Asset Investment	2025/26	In Progress	In progress and relocated to Service Improvement Plan
TP04	Home well maintained	77.1	77.8	Complete programme to replace fin lock guttering phase 2	Business Manager Building Safety and Asset Investment	2025/26	Completed	Any fin lock guttering identified was added to the roofing programme and replaced.
TP04	Home well maintained	77.1	77.8	Introduce an energy assessor to understand the quality of homes.	Business Manager Building Safety and Asset Investment	2025/26	Completed	
TP04	Home well maintained	77.1	77.8	Start preparing for Awaabs Law, including delivering refresher HHSRS training to key staff	Business Manager Building Safety and Asset Investment	2025/26	Completed	Training has been rolled out to technical staff and general awareness training will be delivered to all housing staff (which will be a new task)
TP04	Home well maintained	77.1	77.8	Implement Warm Homes Decarbonisation Programme	Business Manager Building Safety and Asset Investment	2027/28	Completed	Approval received 21.04.26 for £5.5m investment overall for 2026-2028.
TP05	Home is safe	82.5	82.9	Re-inspect fire risk assessment (FRA) works on extra measure properties (above 11m, Gladstone House, The Broadleaves) – in progress	Business Manager Building Safety and Asset Investment	2025/26	In Progress	All compartmentation works have been completed 25/26, and follow up FRA to be provided.
TP05	Home is safe	82.5	82.9	Refresh programme for person centred FRAs in flats (PEEP)	Business Manager Building Safety and Asset Investment	2025/26	Completed	This is now completed annually on a rolling programme as BAU
TP05	Home is safe	82.5	82.9	Carry out actions arising from balcony inspection programme	Business Manager Building Safety and Asset Investment	2025/26	Completed	This has now been superseded by the HHSRS surveys which will be fully complete by end of Q2.
TP05	Home is safe	82.5	82.9	Conduct compartmentation survey	Business Manager Building Safety and Asset Investment	2025/26	Completed	All compartmentation works have been completed 25/26.
TP05	Home is safe	82.5	82.9	Implement Pennington's gas audit recommendations - in progress	Business Manager Building Safety and Asset Investment	2025/26	Completed	Looking to retender contract for start in April 2027
TP05	Home is safe	82.5	82.9	Prepare for changes to building safety – buildings in scope.	Business Manager Building Safety and Asset Investment	2025/26	Not Started	This is still in consultation.
TP06	Satisfaction that listens to views and acts upon them	67.2	69.3	Introduction of scrutiny panels (general and complaints) – linked to above – TPAS visit done	Business Manager Housing Services	2025/26	In Progress	Revised tenant engagement framework going to 19.05.26 Full Council for consultation changes.
TP06	Satisfaction that listens to views and acts upon them	67.2	69.3	Implement roving tenant engagement programme	Business Manager Housing Services	2025/26	Not Started	Revised tenant engagement framework going to 19.05.26 Full Council for consultation changes.
TP06	Satisfaction that listens to views and acts upon them	67.2	69.3	Review and consider the TPAS recommendations	Business Manager Housing Services	2025/26	Completed	
TP07	Satisfaction that kept informed	72.4	77.3	Refresh our communications channels	Business Manager Housing Services	2026/27	Completed	In line with our communication strategy. We have launched a Facebook profile, at the request of involved tenants and have refreshed Tenant Times.
TP08	Satisfaction that treated fairly and with respect	82.4	83.9	Consider actions to implement from the TPAS consultation including how to target young tenant engagement and consult on how they would like to be involved / engaged with.	Business Manager Housing Services	2025/26	Not Started	Revised tenant engagement framework going to 19.05.26 Full Council for consultation changes.
TP09	Satisfaction with approach to complaints	44.3	42.1	Carry out consultation with complainants to understand how we can improve our approach (approach approved – needs to be carried out)	Housing Regulatory Compliance Manager	Q3 2025/26	Completed	This has commenced and now BAU
TP09	Satisfaction with approach to complaints	44.3	42.1	Review of compensation process – in progress	Business Manager Housing Income and Leaseholder Management	Q4 2025/26	Completed	It has been reviewed. We also considered the new HO guidance issued and are comfortable our policy is fair and transparent. This post was recruited on a 12 month fixed contract that commenced in May 2025. A report is being presented to SLT to request this post to be made permanent. We have also recruited temp support with a request going to Cabinet in June for more additional complaints support.
TP09	Satisfaction with approach to complaints	44.3	42.1	Recruit Housing Complaints Coordinator	Business Manager Housing Income and Leaseholder Management	Q1 2025/26	Completed	Templates have been updated to remove HO email address and had a further review and amendment in terms of general content and flow.
TP09	Satisfaction with approach to complaints	44.3	42.1	Review complaint templates	Housing Regulatory Compliance Manager	Q4 2025/26	Completed	This will be considered as part of LGR.
TP10	Satisfaction with communal areas	71.5	72.8	Review Grounds Maintenance Contract (expectation of grounds maintenance v landscaping)	Director Housing, Health and Wellbeing	2025/26	Completed	
TP10	Satisfaction with communal areas	71.5	72.8	Implement cyclical maintenance programme - improvement works on blocks and community centres	Business Manager Building Safety and Asset Investment	2025/26	In Progress	In progress and reallocated to Service Improvement Plan. Programme will be created in Q3 2026/27.
TP10	Satisfaction with communal areas	71.5	72.8	Implement community centre policy	Business Manager Housing Services	Q2 2025/26	Completed	
TP10	Satisfaction with communal areas	71.5	72.8	Housing Services & Community Development Team to pilot a scheme to make use of community centre open and green space	Business Manager Housing Services / Business Manager Healthy Places	Completed	Completed	Beaumont Walk, The Green at Bilthorpe, Vale View and open space in Balderton have all had enhancements to community open spaces, including planting and community growing space.
TP10	Satisfaction with communal areas	71.5	72.8	Review approach to managing the public realm, including estate walkabout.	Business Manager Housing Services	2025/26	Completed	PPIC working group is completed and training on the new process is happening in April.
TP10	Satisfaction with communal areas	71.5	72.8	Monitor impact of pilot scheme to make use of community centre open and green space	Business Manager Housing Services / Business Manager Healthy Places	2025/26	In Progress	This will reported via the 2025/26 outturn report for Healthy Places. This work was handed over to the Street Scene team following the return of housing to NSDC. BM-BSAI to check these are being evidenced for assurance.
TP11	Satisfaction with landlord contribution to neighbourhood	71.9	71.7	HRA playpark renewal and improvement programme	Business Manager Building Safety and Asset Investment	2025/26	In Progress	
TP11	Satisfaction with landlord contribution to neighbourhood	71.9	71.7	Implement trees in tenants gardens policy – in progress. Policy has been to SLT.	Business Manager Housing Services/ Business Manager Building Safety and Asset Investment	2025/26	In Progress	
TP11	Satisfaction with landlord contribution to neighbourhood	71.9	71.7	Implement good neighbourhood management policy	Business Manager Housing Services	Q2 2025/26	Completed	
TP11	Satisfaction with landlord contribution to neighbourhood	71.9	71.7	Use data and feedback from TSMs, transactional satisfaction surveys and Tenant Engagement Survey to produce an action and implementation plan.	Business Manager Housing Services	2025/26	Completed	Repairs, ASB and complaints were prioritised for improvement. The main area of focus for 2026/27 is repairs as part of Foundation Five. We are sending SMS, using additional communication channel with customers via myhome online. About to start the implementation of uploading correspondence to customers, letters, documents etc.
TP12	Satisfaction with approach to ASB	64.4	66.4	Use of new housing management system for comms once implemented	Business Manager Housing Income and Leaseholder Management	2025/26	In Progress	ASB data was reviewed at Tenant Engagement Board and no further action required. In addition, 3 new questions around tenant experience of ASB have been included in our Transactional Survey as a pilot scheme.
TP12	Satisfaction with approach to ASB	64.4	66.4	Establish a task & finish group to identify and respond to areas of improvement to the Housing ASB service.	Business Manager Housing Services	2025/26	Completed	



Report to: Policy & Performance Improvement Committee – 6 July 2026
 Director Lead: Suzanne Shead, Director - Housing
 Lead Officer: Norman Emery, Compliance Manager, Housing Maintenance & Asset Management Business Unit

Report Summary	
Report Title	Annual Compliance Update 2025-26 - Housing Compliance Assurance Report
Purpose of Report	To provide the end of year summary for financial year 2025-2026 for Housing related compliance and activities in the service area.
Recommendations	<p>That the Policy & Performance Improvement Committee note:</p> <ul style="list-style-type: none"> a) the exceptions to performance of the housing service compliance functions for the financial year 2025-2026; b) interim arrangements for monitoring damp and mould ahead of the introduction of Awaab’s Law; and c) the ongoing actions to improve and maintain performance. <p>This links to two ambitions in our Community Plan:</p> <p>Ambition 2: Increase the supply of housing, in particular decent homes that residents can afford to buy and rent, as well as improving housing standards and,</p> <p>Ambition 7: Be a top performing, modern and accessible Council that get its everyday service.</p>
Reason for Recommendation	To provide assurance on the work undertaken to ensure the safety of tenants and compliance with the regulatory standards.

1.0 Background

This report provides Members with the performance of housing compliance services for the financial year 2025 - 2026, focusing on exceptions performance, which is outside the Council’s target parameters.

- 1.1 The full performance summary is shared with SLT; the Portfolio Holder for Housing and discussed as a standard agenda item for the Tenant Influence & Assurance Board meetings ensuring that Health & Safety are at the heart of our conversations and actions. Performance is also discussed at Policy and Performance Committee (PPIC) before being presented quarterly at Cabinet (Performance) to ensure there is oversight at Board level.

1.2 This report sets out the Council’s performance against the Council’s legal and regulatory landlord responsibilities for a range of building safety measures including fire protection, gas, asbestos, electrical and water. Further information on the Council’s responsibilities can be found here:
<https://www.gov.uk/government/publications/safety-and-quality-standard>

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

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

1.4 The report also includes a summary of the damp and mould cases for 2025 to 2026 outlining key operational metrics, including inspection volumes, works orders raised and completed, delivery timescales. Performance as a comprehensive overview of service delivery effectiveness and resource allocation.

1.5 Following the implementation of the new Housing Management System, interim reporting arrangements remain in place. Ensuring continued oversight of damp and mould activity while system functionality is embedded and aligned to emerging regulatory requirements. Transitioning to a more automated and consistent framework, to strengthen data quality and performance visibility whilst keeping in site Phase 2 impact. Phase 2’s implication will affect operational service deliverables and the development of Housing Management System.

1.6 Phase 2 of the Social Housing (Regulation) Act has a likely implementation date of October 2026, the purpose is to expand the scope of requirements to include additional Housing Health and Safety Rating System (HHSRS) hazards enforcing identified hazards to a statutory time-bound repair for:

- Excess cold / excess heat
- Falls (stairs, level surfaces)
- Structural collapse / explosions
- Fire and electrical hazards
- Domestic hygiene, pests and food safety

2.0 Performance Report Details

2.1 Gas Servicing Domestic – AMBER

Quarter	Compliance Rate	Non-compliant Properties at Quarter End	Movement
Q1	99.67%	16	Baseline position
Q2	99.61%	20	Slight reduction in compliance / increase in exceptions
Q3	99.84%	8	Improvement
Q4	99.94%	3	Strong year-end improvement

Across the year, gas servicing compliance has continued to improve, increasing from 99.61% to 99.94%, with non-compliant properties reduced from 20 to 3. This sustained progress reflects the introduction of strengthened processes, including enhanced collaboration between contractors, tenancy officers and legal services to address no-access cases. Targeted operational improvements, including the development of an Access Plan, have further supported compliance delivery. In response to Cabinet feedback, tenant communication has also been reviewed to ensure clarity regarding access requirements and potential enforcement actions. Robust controls are now in place, providing assurance that compliance levels will be maintained and that outstanding cases are actively managed to completion.

2.2 Fire Safety Checks – Amber

Across the year, the Fire Risk Assessment (FRA) programme was strengthened in line with updated safety standards, transitioning to a 1- and 2-year cycle and delivered through an 18-month programme. All 106 residential blocks and circa 31 community centres achieved 100% FRA completion, with assessments now embedded within a planned inspection regime. Fire safety actions were actively managed, increasing completions from 389 to 768, with all items reviewed and minimal actions outstanding. The programme remains on track, with a structured action plan in place to complete residual works and maintain full compliance across the portfolio.

2.3 Fire Door Inspections – Green

Across the year, the Fire Door Inspection programme was delivered in line with planned timescales, achieving full completion of all communal door inspections and associated remedial works. Early identification of defective doors led to a structured replacement programme, with 54 communal doors renewed and all inspection actions addressed at source. Progression of flat entrance door inspections increased from initial access challenges to 88.19% completion, supported by enhanced access procedures and engagement with Housing Teams. The programme remains effectively managed, with all communal risks mitigated and a clear pathway in place to achieve full inspection coverage of domestic fire doors.

2.4 Asbestos Domestic & Communal – AMBER

Quarter	Compliance Rate	Non-compliant Properties at Quarter End	Movement
Q1	Review of current position commenced prioritizing non-domestic blocks, garages, community centres.		Baseline position. Full compliance review completed. Surveys delivered for all blocks and community centres. Management process centralised under compliance (from 1 May 2025). Garage block programme completed, with remaining shared external surveys scheduled.

Q2	Review of current position ongoing		Programme continuation. No change in reported compliance position. Delivery ongoing for additional 234 blocks with shared external elements, targeting completion by end of August 2025.
Q3	95.01% (Domestic) / 100% (non-domestic blocks, garages, community centres)	Domestic 258 outstanding. Community Centres, Blocks, Garages 0 outstanding.	Significant improvement. Full compliance achieved across blocks, garages and community centres. Domestic portfolio at 95.01%, with targeted plan to reach 100% by financial year end.
Q4	98.41% (Domestic) / 100% (non-domestic blocks, garages, community centres)	Domestic 81 outstanding. Community Centres, Blocks, Garages 0 outstanding.	Continued improvement. Domestic compliance increased from 95.01% to 98.41%. Full compliance sustained across non-domestic housing assets. Final properties being progressed to achieve 100%.

Across the financial year, a comprehensive asbestos compliance review was completed, with surveys undertaken in January 2025 for all blocks and community centres. Management responsibility was centralised within the Compliance Team from May 2025, strengthening oversight. All garage blocks and shared external areas were surveyed, achieving 100% compliance across communal assets. Focus has progressed to domestic properties, with compliance improving from 95.01% to 98.41% by year end. A structured programme remains in place to deliver full 100% domestic compliance before the close of the financial year.

2.5 **Water Safety - AMBER**

Across the year, all communal areas and community centres maintained valid Water Risk Assessments, supported by ongoing monthly monitoring. A full review of domestic legionella risk was completed, followed by the mobilisation of a multi-service delivery model from November 2025, integrating Water Risk Assessments with the annual gas servicing programme. This approach has significantly improved access and efficiency, with 1,707 domestic assessments completed by year end. The programme is progressing well, with all properties scheduled to receive a Water Risk Assessment within a 12-month cycle, supporting full compliance across the housing portfolio.

2.6 **Stair Lifts – AMBER & Hoists – AMBER**

Across the year, a full review of stairlifts and hoists has resulted in sustained improvements in compliance. Stairlifts achieved and maintained 100% compliance by year end. Hoist compliance improved to 97.22%, with only one remaining non-compliant property due to access constraints, supported by Housing Team intervention. Instances of non-compliance throughout the year were minimal and primarily linked to access issues within tenanted or void properties.

2.7 EICR certifications less than five years old – AMBER

Quarter	Compliance Rate	Non-compliant Properties at Quarter End	Movement
Q1	99.65%	20	Baseline position. 20 properties without a valid EICR. New processes implemented with strengthened collaboration between contractor, tenancy officers and legal services.
Q2	99.52	28	No change in non-compliance numbers. Continued application of revised processes and cross-team working to drive improvement.
Q3	99.96%	2	Significant improvement. Reduction from 20 to 2 properties. One case progressed via legal action, with an appointment arranged for the remaining property.
Q4	99.96%	2	Position maintained at high compliance level. Legal action ongoing for one property, with remaining case scheduled for access.

Across the year, electrical compliance has significantly improved, with non-compliant properties reduced from 28 to just 2, achieving a compliance level of 99.96%. This improvement has been driven by strengthened processes and enhanced collaboration between contractors, tenancy officers, and legal services. Remaining non-compliant cases are actively managed, with one property progressing through legal action and an appointment secured for the final outstanding property. Robust controls are now in place to sustain compliance and ensure timely completion of Electrical Installation Condition Reports across the housing portfolio.

2.8 Solid Fuel & Oil Servicing - RED

Across the year, a full review of solid fuel and oil servicing was undertaken, with strengthened processes introduced to address non-compliance, including aligned no-access procedures with Gas and EICR programmes. Compliance improved through enhanced contractor and tenancy collaboration, with ongoing retesting where required. By year end, solid fuel compliance reached 90%, whilst oil servicing remained consistently high at 95.74%. Data quality and asset records have been subject to continuous review and improvement, ensuring greater accuracy and supporting sustained compliance management across these asset groups.

2.9 Damp & Mould

Between 27 October 2025 and March 2026, 386 properties reported damp and mould, resulting in 1,635 works orders being raised.

Performance against key targets has remained within acceptable parameters, with 81.97% of emergency works completed within target timescales and 73.46% of inspections undertaken within 10 working days.

To improve consistency and ensure compliance with the Housing Health and Safety Rating System (HHSRS), a formal triage process has been implemented. This supports proportionate decision-making in relation to inspections and remedial works, aligned to statutory requirements and best practice.

A dedicated mould and damp manager has been appointed to ensure appropriate governance, quality assurance, and ongoing compliance with regulatory expectations. Managing a team consisting of surveyors and operatives focusing on these cases achieving stated objectives.

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



Report to: Policy & Performance Improvement Committee – 6 July 2026
 Director Lead: Suzanne Shead, Director - Housing
 Lead Officer: Norman Emery, Compliance Manager, Housing Maintenance & Asset Management Business Unit

Report Summary	
Report Title	Q4 Housing Compliance Update 2025-26 - Housing Compliance Assurance Report
Purpose of Report	To provide the performance position as of 31 March 2026 (Quarter 4) for Housing related compliance and update on activities in the service area.
Recommendations	<p>That the Policy & Performance Improvement Committee note:</p> <ul style="list-style-type: none"> a) the exceptions to performance of the housing service compliance functions; b) interim arrangements for monitoring damp and mould ahead of the introduction of Awaab’s Law; and c) the ongoing actions to improve and maintain performance. <p>This links to two ambitions in our Community Plan:</p> <p>Ambition 2: Increase the supply of housing, in particular decent homes that residents can afford to buy and rent, as well as improving housing standards and,</p> <p>Ambition 7: Be a top performing, modern and accessible Council that get its everyday service.</p>
Reason for Recommendation	To provide assurance on the work undertaken to ensure the safety of tenants and compliance with the regulatory standards.

1.0 Background

This report provides Members with the performance of housing compliance services at the end of March 2026, focusing on exceptions performance, which is outside the Council’s target parameters.

- 1.1 The full performance summary is shared with SLT; the Portfolio Holder for Housing and discussed as a standard agenda item for the Tenant Engagement Board meetings ensuring that Health & Safety are at the heart of our conversations and actions. Performance is also discussed at Policy and Performance Committee (PPIC) before being presented quarterly at Cabinet (Performance) to ensure there is oversight at Board level.

1.2 This report sets out the Council’s performance against the Council’s legal and regulatory landlord responsibilities for a range of building safety measures including fire protection, gas, asbestos, electrical and water. Further information on the Council’s responsibilities can be found here <https://www.gov.uk/government/publications/safety-and-quality-standard>.

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

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

1.4 The report also provides an overview of activity and performance in relation to damp and mould, including levels of demand, the volume of inspections undertaken, and the delivery of remedial works. This includes an assessment of timeliness and overall completion rates. Performance is considered across three broad categories aligned to the nature and complexity of cases, ranging from urgent issues requiring immediate intervention through to more significant planned works.

1.5 Following the implementation of the new Housing Management System, interim reporting arrangements are currently in place. This approach ensures continued oversight of damp and mould activity while system functionality is fully embedded and aligned to emerging regulatory requirements. As part of this transition, reporting will move to a more automated and consistent framework, strengthening data quality and performance visibility over time

1.6 Further phases of implementation are anticipated in October 2026, which will expand the scope of these requirements.

1.7 Changes in came into force from October 2025 requiring Social Landlords to issue new incoming tenants with a copy of the EICR within 28-days of their tenancy start date. To this effect the contractor has been instructed prior to the commencement date to provide a copy of the EICR within 28-days to tenants when an EICR or a re-wire is completed.

2.0 Performance Report Details

2.1 **Gas Servicing Domestic - AMBER**

Positive improvement has been achieved in domestic gas servicing, with compliance now at 99.94%. This represents a continued strengthening of performance, with only 3 properties currently without a valid gas safety certificate, reducing by 8 from the position reported at the end of December 2025.

A new process has been introduced, involving close collaboration with the contractor, tenancy officers, and our legal team to further reduce instances of no-access. To improve accessibility rates an Access Plan is being developed.

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

2.2 Fire Safety Checks – Amber

The FRA's for the 97 blocks and the 30 community centres has been completed and will now fall into the scheduled frequency of inspection.

Fire actions are being reviewed and completed weekly. As of March, 768 actions have been completed, with 52 with the contractor, 20 in progress, and 0 awaiting review. The remaining FRAs will be completed between January 2026 and March 2026.

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

Type	Completed to date	January 2026 to March 2026
Blocks P1 & P2	100%	49 Sites
Blocks 3&4	100%	48 Sites
Community Centres	100%	30 Sites

2.3 Fire Door Inspections – Green

All Communal Fire Door Inspections have been carried out at and following the inspection 594 actions have been raised which have been rectified at the time of the visit. We have no Communal Fire Doors within Q4.

We have inspected 88.19% of all Flat Fire Doors out a total of 576 fire doors, difficult access properties are reviewed and communicated with Housing Team. No Flat Fire Doors within Q4 were replaced.

2.4 Asbestos Domestic & Communal – AMBER

There are no outstanding Asbestos Surveys within Community Centres, Block, or garages having achieved 100% compliance across these sites. Within our domestic properties our current compliance rate is at 98.41% which we have a target of 100% compliance before the end of this financial year.

2.5 Water Safety - AMBER

All communal spaces and community centres have valid Water Risk Assessments, and monthly water monitoring is being undertaken. A multi-service programme commenced on the 1st of November 2025 to undertake Domestic Water Risk Assessments (WRA) and associated actions alongside the Gas Service. Currently the multi-service has completed 1707 WRAs at the end of Q4, all properties visited moving forward will have a WRA undertaken and within a full year of service all domestic properties will have a WRA.

2.6 Stair Lifts – AMBER & Hoists – AMBER

A stairlifts are 100% compliant and hoists is currently 97.22% compliant with 1 property non-compliant containing 2-hoists within the property, assistance in gaining access is being provided by Housing Team.

2.7 EICR certifications less than five years old – AMBER

There are 2 properties without a valid EICR certificate (less than five years old) with a non-compliance at 99.96%. We have one property with Legal, and we have an appointment on the remaining non-compliant property.

2.8 Solid Fuel & Oil Servicing - RED

Solid Fuel and Oil servicing compliance rates have improved with solid fuel currently at 90% compliant, and oil servicing compliance at 95.74%. Data held is under constant review improving asset data.

2.9 Damp & Mould

KPI	Q4 Performance	SLT High-Level Commentary
<i>New damp & mould hazards reported (DMA + DMB + DMC) per 1,000 properties</i>	86.93	<i>High reporting volumes reflect improved identification, awareness, and reporting of damp and mould cases during Q4 rather than uncontrolled service failure. The statistics are showing that there is 1 hazard raised per 11.5 properties within the quarter.</i>
<i>Damp & mould hazards completed (DMA + DMB + DMC) per 1,000 properties</i>	59.73	<i>Completion volumes increased but did not fully match reported demand, resulting in a continued management focus on throughput and prioritisation.</i>
<i>Emergency damp & mould hazards (DMA) resolved within 24 hours</i>	82.22%	<i>Performance below target, although the majority of emergency cases were resolved within timescales. Capacity and competing demand pressures impacted achievement of full compliance.</i>
<i>Significant damp & mould hazards (DMB) initiated within 5 working days</i>	58.88%	<i>Performance impacted by high volumes and data cleansing requirements. Further refinement of prioritisation and pathway management is required.</i>
<i>Routine damp & mould hazards (DMC) initiated within 60 working days</i>	85.92%	<i>Stronger performance against routine cases, indicating improving control, though still below target as demand increased through Q4.</i>
<i>Non-emergency damp & mould hazards (DMB + DMC) initiated within target</i>	81.93%	<i>Combined non-emergency performance reflects pressure across both significant and routine categories, with improvement opportunity identified.</i>
<i>All damp & mould hazards initiated</i>	81.95%	

within target (DMA +
DMB + DMC)

Mitigation is being progressed through joint work between the Damp and Mould Team and ICT to develop a dedicated case management system. This will support improved tracking progression and, and oversight of damp and mould cases, strengthen the consistency of case progression, and provide better visibility of performance and outstanding actions to improve service delivery.

3.0 **Implications**

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

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

Financial Implications (FIN25-26/4260)

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

Equalities & Diversity Implications

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

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 – 6 July 2026
 Director Lead: Deborah Johnson, Director – Local Government Reorganisation
 Lead Officer: Helen Brandham, Democratic Services Officer

Report Summary	
Report Title	Appointment of Representative to the Planning Policy Board
Purpose of Report	For the Policy & Performance Improvement Committee to appoint the remain representative to the Planning Policy Board.
Recommendations	That the Policy & Performance Improvement Committee approve the appointment of Councillor Tim Wildgust to the Planning Policy Board.
Reason for Recommendation	To finalise the remaining Policy & Performance Improvement Committee’s Representative on the Planning Policy Board.

1.0 Background

- 1.1 As Members will be aware, the Policy & Performance Improvement Committee are asked to appoint 4 representatives to the Planning Policy Board and the representatives are taken from all 39 elected members of the Council.
- 1.2 At their meeting held on 1 June 2026, the Committee approved the appointment of 3 members: Councillors: Linda Dales, Rhona Holloway and Mike Pringle with one vacancy left unfilled.
- 1.3 Following the meeting further nominations were sought and Councillor Tim Wildgust was put forward as the remaining representative.

2.0 Proposal /Options Considered

- 2.1 It is proposed that Councillor Tim Wildgust be appointed as the Policy & Performance Improvement Committee’s final representative on the Planning Policy Board.

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	NA	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	NA

Background Papers and Published Documents

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

None

Forward Plan

For the Period June 2026 - September 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
Local Regeneration Fund	Cabinet	9 Jun 2026	Portfolio Holder -	Sarah Husselbee	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
Update			Sustainable Economic Development	sarah.husselbee@newark-sherwooddc.gov.uk		
Newark & Sherwood Local Plan Scoping Report	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
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	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
				Investment wayne.fox@newark-sherwooddc.gov.uk		
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 (LRF) Programme Update	Cabinet	21 Jul 2026	Portfolio Holder - Sustainable Economic Development	Sarah Husselbee sarah.husselbee@newark-sherwooddc.gov.uk	Part exempt	27 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, 9 June 2026 at 6.00 pm.

PRESENT: Councillor P Peacock (Chair)

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

ALSO IN ATTENDANCE: Councillor N Allen, Councillor J Hall, Councillor S Haynes, Councillor
S Michael, Councillor P Rainbow and Councillor K Smith

APOLOGIES FOR ABSENCE: Councillor P Harris

386 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.

387 DECLARATIONS OF INTEREST FROM MEMBERS AND OFFICERS

There were no declarations of interest.

388 MINUTES FROM THE PREVIOUS MEETING HELD ON 21 APRIL 2026

The minutes from the meeting held on 21 April 2026 were agreed as a correct record and signed by the Chair.

389 HEATING AND GAS SERVICING POLICY (KEY DECISION)

The Business Manager - Building Safety & Asset Investment presented a report which sought approval for a Heating and Gas Servicing Policy which was attached as an appendix to the report. 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.

The Cabinet questioned the wording in Section 5.3 of the proposed policy and sought clarity as to the extreme circumstances in which a tenants' gas supply would be mechanically sealed.

AGREED (unanimously) that Cabinet approve the Heating & Gas Servicing Policy to ensure legal compliance and improved service delivery in line with legislation, regulation and industry best practice, subject to delegated authority being given to the Portfolio Holder for Housing to re-word the policy in relation to mechanically sealing gas supplies.

Reasons for Decision:

The Policy has been developed to align with organisational responsibilities, legislation and industry standards.

Options Considered:

No other option considered as this is a legal duty.

390 GAS METER MAKE SAFE POLICY (KEY DECISION)

The Business Manager - Building & Safety & Asset Investment presented a report which sought approval for a Gas Meter Make Safe Policy which was attached as an appendix to the report. 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.

The Cabinet requested that the numbers of properties where capping the gas supply were captured in the compliance report considered at performance meetings and sought clarification of the officer sign-off process and the reporting to the Portfolio Holder as required.

AGREED (unanimously) that Cabinet approve the Gas Meter Make Safe Policy to ensure legal compliance and improved service delivery in line with legislation, regulation and industry best practice.

Reasons for Decision:

The Policy has been developed to align with organisational responsibilities, legislation and industry standards.

Options Considered:

No other option considered as this is a legal duty.

391 PASSENGER LIFTS, STAIR LIFTS AND HOISTS POLICY (KEY DECISION)

The Business Manager - Building & Safety & Asset Investment presented a report which sought approval for a Passenger Lifts, Stair Lifts & Hoists Policy which was attached as an appendix to the report. 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.

AGREED (unanimously) that Cabinet approve the Passenger Lifts, Stair Lifts & Hoists Policy to ensure legal compliance and improved service delivery in line with legislation, regulation and industry best practice.

Reasons for Decision:

The Policy has been developed to align with organisational responsibilities, legislation and industry standards.

Options Considered:

No other option considered as this is a legal duty.

392 QUALITY & SAFETY STANDARD- HOUSING ASSET MANAGEMENT UPDATE

The Business Manager - Building Safety & Asset Management presented a report which provided Cabinet with an update on housing related functions and how these would inform the new Asset Management Strategy to ensure all homes were safe and decent. The report set out the year end performance against the Council's legal and regulatory landlord responsibilities for a range of asset management measures including the condition and safety of its stock, the energy rating of homes and compliance with the Decent Homes Standard,

AGREED (unanimously) that Cabinet note the current performance of the Council's housing and the forward plan for service delivery for the Asset management functions of Stock Condition; Decent Homes; Energy Performance; and the Housing Health & Safety Rating System (HHSRS).

Reasons for Decision:

To provide assurance on the work undertaken to ensure the safety of tenants and compliance with the regulatory standards.

Options Considered:

Not applicable, the report provides performance information.

393 HOUSING COMPLAINTS COORDINATOR AND COMPLAINTS UPDATE (KEY DECISION)

The Housing Regulatory Compliance Manager presented a report which set out the challenges facing housing services in relation to complaints and put forward proposals for improving the complaints handling service. It was reported that since the revised Housing Ombudsman Complaint Handling Code came into effect on 1 April 2024 there had been a continual increase in complaints, particularly in relation to time taken to complete repairs. This had impacted on the ability of officers to handle complaints in accordance with the Code. In addition, during 2023/24 the Government launched a 'Make Things Right' Campaign to raise greater awareness amongst social housing tenants of how they could make a complaint which had also resulted in increased numbers of formal complaints.

The proposals to manage the increased number of complaints were set out in the report and it was considered that having dedicated officers for complaints would improve the customer experience as they would have fewer points of contact and it would eradicate the need to repeat the same issue multiple times.

AGREED (unanimously) that Cabinet:

- a) make the existing Housing Complaints Coordinator role permanent;
- b) approve the additional roles of a Complaints and Learning / Improvement Officer (1FTE) on a permanent basis and a Complaints Coordinator (1 FTE) for a fixed term period of 1 year, with a further review to consider if this second role needs to be permanent;

- c) approve the required budget for 2026/27 of £119,450 to be funded from the HRA Service Improvement reserve;
- d) note the annual budget required (c. £100k) for future years will be added into the base budget at budget setting for 2027/28 onwards; and
- e) note the recruitment of temporary support until the above roles are approved and recruited (for approx. 6 months from April 2026).

Reasons for Decision:

To allow the Council to meet its obligations under the Housing Ombudsman Complaint Handling Code and provide an excellent complaint handling service for our customers.

Options Considered:

There has been close monitoring of complaints volumes and performance during the last 12 months, which is the basis of the recommendations and therefore no alternative options are being considered at this point.

394 HOUSING MANAGEMENT SYSTEM RESOURCES

The Director - Housing, Health & Wellbeing presented a report which sought approval for additional resources to manage the demand, challenges and opportunities within the Housing, Health & Wellbeing directorate. The report proposed the position of Digital Solutions being renamed Housing Systems Manager and the creation of two data analyst posts which were essential for managing and cleansing large datasets, identifying and resolving data quality issues, and generating tailored reports to inform decision-making across services.

In addition, the report proposed a Housing Systems Adoption Officer which would provide a supportive role to develop comprehensive training programmes and materials, deliver refresher courses, and support staff in using specialist software platforms.

AGREED (unanimously) that Cabinet approve:

- a) the creation of two additional Data Analyst posts for Housing Directorate systems managed within the Housing Systems Analyst team;
- b) the creation of a Housing Systems Adoption Officer reporting to the Assistant Director - Housing Strategy & Service Development; and
- c) the release of £82,900 from the HRA Service improvement reserve for 2026/27, with the full year cost being added into the base budget from 2027/28 onwards.

Reasons for Decision:

To increase the system adoption and training, improve the Council's data quality and reporting leading to strong assurance for the Council and Regulator of Social Housing on the quality of services being delivered.

Options Considered:

Do nothing is not a viable option, due the amount of data and training asks from across the directorate and dictated by the regulator and supplier. Officers within the housing analyst team are at capacity and therefore no capacity to take on these additional duties.

Temporary resourcing will not address the merging of systems and data that will come from local government reorganisation, in addition, the market for DDaT (Digital, Data and Technology) professionals is volatile.

395 GETTING TO KNOW YOU (GTKY) VISITS PROGRAMME

The Director - Housing, Health & Wellbeing presented a report which provided the Cabinet with an update on the progress and outcomes arising from the Getting to Know You (GTKY) visits programme undertaken by Housing Services. The programme commenced in October 2021 in response to increasing sector emphasis on landlords proactively knowing their tenants. The report provided full details of the success of the programme which had progressed to 81% of all properties visited, with a 15% failed access rate.

AGREED (unanimously) that Cabinet:

- a) note the progress and outcomes and feedback on the GTKY visits programme to March 2026;
- b) support the continued delivery of the GTKY programme as a key assurance and tenancy sustainment mechanism;
- c) note the link to the Tenant Census planned for 2026;
- d) support the risk-based approach to determine whether tenancy enforcement action is progressed regarding failed access; and
- e) note the onward progression of the report to Local Influence & Assurance Board.

Reasons for Decision:

This vital activity aligns with several Community Plan 2023 – 27 Ambitions as detailed in the report.

Options Considered:

None, GTKY visits are an essential activity to ensure we know our tenants and that they are safe in their homes.

(Councillor L. Brazier left the meeting following this item of business).

396 LOCAL REGENERATION FUND UPDATE (KEY DECISION)

The Business Manager - Economic Growth & Visitor Economy presented a report which provided an update, and sought various approvals, for projects within the Local Regeneration Fund (LRF) programme. The report gave specific updates in relation to 32 Stodman Street, Newark; Newark Cultural Heart Market Place improvement; Newark Castle Gatehouse; and the Ollerton and Clipstone regeneration schemes.

AGREED (unanimously) that Cabinet:

- a) note the updates associated with the LRF projects, as detailed throughout this report;

Stodman Street Re-Development

- b) approve a revenue budget from the Change Management Reserve as detailed in the exempt appendix to the report;

Castle Gatehouse

- c) approve an additional capital budget of up to £1,500,000, funded by the Change Management Reserve, as detailed in section 1.5 of the report; and

Ollerton Regeneration

- d) agree to commit £500,000 capital monies (fully funded by the LRF grant and NSDC committed Reserves) within the existing approved programme and add this to the proposed capital budget for 2026/27 to progress essential enabling works ahead of the completion of legal agreements and confirmation of planning consent, as set out in section 1.7 of the report.

Reasons for Decision:

The projects detailed within this report deliver on the LRF strategic objectives set by the UK Government, as well as the ambitions set out within the Community Plan. This includes driving improved health and wellbeing through the creation of community infrastructure and cultural/leisure opportunities as well as and opportunities for local people through skills and employment-based interventions and unlocking long-term sustainable economic growth.

Options Considered:

There remains an option not to proceed with the delivery of the projects within the LRF programme. This is not recommended as it would present a missed opportunity to deliver transformational and impactful change for the local community and to accelerate local economic growth.

397 NEWARK & SHERWOOD LOCAL PLAN - SCOPING CONSULTATION (KEY DECISION)

The Assistant Director - Planning & Economy presented a report which sought approval for the scoping consultation which was required ahead of the process for making a Local Plan. The requirements for the scoping consultation were prescribed under Regulation 20(1) of the Town and Country Planning (Local Planning) (England) Regulations 2026 and the proposed approach to this consultation, including the framework, was set out in the report.

AGREED (unanimously) that Cabinet:

- a) note the report;
- b) approve the scoping consultation proposals contained in Appendix 1 to the report;
- c) delegate authority to the Portfolio Holder for Sustainable Economic Development to agree the final Scoping Consultation document in consultation with the Planning Policy Board ready for consultation in July 2026; and
- d) delegate authority to the Portfolio Holder for Sustainable Economic Development to amend the proposed timetable for the Local Plan Scoping consultation, should this be necessary if the Council receive the Inspectors Report on the Amended Allocations and Development Management DPD.

Reasons for Decision:

To allow the Scoping Consultation in line with the agreed Newark & Sherwood Local Plan timetable.

Options Considered:

It was considered that the Scoping Consultation could be delayed, however this will have knock on consequences to the agreed timetable. Furthermore, additional government funding requires the Council to progress through Gateway 1 by the end of October 2026, which would be difficult if the scoping consultation was pushed into August and September 2026.

398 SUPPLEMENTARY PLANNING DOCUMENTS (KEY DECISION)

The Assistant Director - Planning & Economy presented a report which advised of the results of the consultation on the Draft Interim Affordable Housing Supplementary Planning Document (SPD) and the Draft Developer Contributions & Planning Obligations SPD and sought approval for a course of action for both.

In respect of the Interim Affordable Housing SPD, it was proposed that officers would prepare informal advice at a later date once local and national policy had become formalised. For the Draft Developer Contributions & Planning Obligations SPD, this had been amended to address comments raised during the consultation and was attached as an appendix 2 to the report for approval and adoption.

AGREED (unanimously) that Cabinet:

- a) agree the results of the consultation and the Council's proposed responses contained in Appendix 1;
- b) agree the proposed approach to affordable housing SPD set out at paragraph 2.5 of the report; and
- c) approve the adoption of the Developer Contributions & Planning Obligations SPD as set out at Appendix 2 as a Supplementary Planning Document.

Reasons for Decision:

To allow the District Council to adopt the Developer Contributions & Planning Obligations SPD.

Options Considered:

As Cabinet had agreed to prepare and consult on the two SPDs careful consideration was given to next steps following the receipt of the consultation responses. It was concluded that the proposed approach set out in the report is the only feasible approach.

399 EXCLUSION OF THE PRESS AND PUBLIC

AGREED (unanimously) that, under Section 100A (4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involved the likely disclosure of exempt information as defined in Paragraphs 3 and 5 of Part 1 of Schedule 12A of the Act.

400 LOCAL REGENERATION FUND UPDATE (KEY DECISION) - EXEMPT APPENDIX

The Cabinet considered the exempt appendix in relation to the Local Regeneration Fund Update.

(Summary provided in accordance with Section 100C(2) of the Local Government Act 1972).

401 RECHARGE OF SEWERAGE PLANT MAINTENANCE AND CLEANING (KEY DECISION)

The Cabinet considered the exempt report in relation to the recharge of sewerage and plant maintenance and cleaning.

(Summary provided in accordance with Section 100C(2) of the Local Government Act 1972).

Meeting closed at 8.27 pm.

Chair

By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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