NEWARK & SHERWOOD
DISTRICT COUNCIL

Castle House
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Monday, 13 July 2026

Chair: Councillor P Peacock

Members of the Committee:

Councillor R Cozens
Councillor S Crosby
Councillor L Brazier
Councillor S Forde
Councillor P Harris
Councillor C Penny
Councillor P Taylor
Councillor J Kellas

MEETING:	Cabinet
DATE:	Tuesday, 21 July 2026 at 6.00 pm
VENUE:	Civic Suite, Castle House, Great North Road, Newark, NG24 1BY

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

If you have any queries please contact Nigel Hill on Nigel.hill@newark-sherwooddc.gov.uk.

AGENDA

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1.	Notification to those present that the meeting will be recorded and streamed online	
2.	Apologies for Absence	
3.	Declarations of Interest from Members and Officers	
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15.	Exclusion of the Press and Public	

The Committee will be invited to resolve:-
'To consider resolving 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 involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act.'

None.

Note – Fire Alarm Evacuation

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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 polices 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 is 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 polices 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 polices 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 local 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) 2 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

NEWARK & SHERWOOD DISTRICT COUNCIL

Report to:	Cabinet Meeting: 21 July 2026
Portfolio Holder:	Councillor Lee Brazier, Housing
Director Lead:	Suzanne Shead, Director - Housing
Lead Officer:	Norman Emery, Compliance Manager, Housing Maintenance & Asset Management Business Unit

Report Summary	
Type of Report	Open Report / Non-Key Decision
Report Title	Housing Compliance Assurance Report Quarter 4 2025-26
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	That Cabinet note: a) the exceptions to performance of the housing service compliance functions; b) interim arrangements for monitoring damp and mould ahead of introduction of Awaab's Law; and c) the ongoing actions to improve and maintain performance.
Alternative Options Considered	None.
Reason for Recommendations	To provide assurance on the work undertaken to ensure the safety of tenants and compliance with the regulatory standards. This links to two ambitions in our 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 and, **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 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.

1.2 The full performance summary is shared with SLT; the Portfolio Holder for Housing and discussed as a standard agenda item for the Tenant Engagement Board meetings ensuring that Health & Safety are at the heart of our conversations and actions. Performance is also discussed at Policy and Performance Committee (PPIC) before being presented quarterly at Cabinet (Performance) to ensure there is oversight at Board level.

1.3 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.

1.4 Full details of these performance indicators along with associated commentary are included at **Appendix 1** to this report.

1.5 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%	

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

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

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

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

1.7 Due to the move to the new Housing Management System, an interim reporting arrangement is in place as the new system is set up for Awaab's Law (Damp & Mould) and the associated reporting arrangements required. This means temporarily, the team will produce an ad hoc report that draws down all repairs with a reference to damp and mould, when Awaab's Law is in force, the system is set up to report automatically from a specific contractor code that relates only to damp and mould repairs, ensuring our information on performance is as accurate as possible.

1.8 The Council received a letter from the Government in June 2025 ahead of the introduction of new regulation relating to phase 1 of Awaab's Law and changes to electrical safety standards from the Autumn, which the Council are already preparing for. This will give strict timescales for the investigation and rectification of damp and mould. There are two further phases expected in 2026 and 2027 which will expand the scope of Awaab's Law.

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

2.1 **Gas Servicing Domestic - AMBER**

Gas servicing is now 99.94% compliant. There are 3 properties without a current gas safety certificate which is down by 8 from 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.

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	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

Executive Summary Report of Corporate Property Compliance Service Date 17/04/2026 (Q4 Report)

Presented by: Norman Emery

The report gives an executive summary of the current position of Housing compliance for the period from 01/01/2026 – 31/03/2026 (Q4)

Domestic Gas Services

Detail	**No.**	**Q4% Compliant**	**Q3%**	**Comments**
Total Number of Properties	5157	99.94%	99.84% %	↓
No. Properties without a valid gas Certificate	3			Whilst compliance is improving, we are still working through aged non-compliance occurrences
No. Properties with Long Term Cap	41			Fuel poverty predominantly

Commercial Gas Services

Detail	**No.**	**Q4% Compliant**	**Q3%**	**Comments**
Total Number of Properties	8	100%	100%	Increase in numbers due to two commercial gas meters located installed servicing domestic boilers.
No. Properties without a valid gas Certificate				

Electrical installations

Detail	No.	Q4% Compliant	Q3%	Comments
Total Number of Properties	5565	99.96%	99.98%	↓
No. Properties without a valid EICR Certificate	2			1 x Legal & Housing, 1 x Appointment made
No of reportable of dangerous occurrences	0			
No of properties with C1s identified and outstanding	0			This information is not captured, because any C1 or C" is rectified at the time of the EICR producing a "Satisfactory" certificate upon completion.
No of properties with C2s identified and outstanding	0			As above

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

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

Oil Servicing

Detail	No.	Q4% Compliant	Q3%	Comments
Total Number of Properties	94	95.74%	97.87%	↓
No. Properties without a valid Certificate	4			There has been a drop in compliance performance as a result of Phoenix having a limited number of engineers to carry out service delivery. This has been raised as unsatisfactory with Phoenix.

Air Source Servicing

Detail	No.	Q4% Compliant	Q3%	Comments
Total Number of Properties	204	96.57%	98.53%	↓
No. Properties without a valid Certificate	12			There has been a drop in compliance performance as a result of Phoenix having a limited number of engineers to carry out service delivery. This has been raised as unsatisfactory with Phoenix.

Solid Fuel

Detail	No.	Q4% Compliant	Q3%	Comments
Total Number of Properties	10	90%	90%-	↓ With Legal & Housing
No. Properties without a valid Certificate	1			

LPG

Detail	No.	Q4% Compliant	Q3%	Comments
Total Number of Properties	2	100%	100%	→
No. Properties without a valid Certificate	0			

Asbestos Management

Detail	No.	Q4% Compliant	Q3%	Comments
Total Number of Community Centres	33	100%	-	→
Total Number of All Blocks	337	100%	-	→

Total Number Communal Garages	49	100%	-	→
Domestic Properties	5082	98.41%	95.01%	↑ Full review taking place of Asbestos Surveys to update Asbestos Register following centralisation of compliance area.

Water Hygiene

Detail	**No.**	**Q4% Compliant**	**Q3%**	**Comments**
Total Number of Community Centres	33	100%	-	→
Total Number of Blocks with Water Systems	3	100%		→
Domestic Properties	5593	30.52%	7.06%	↓ Multi Service Appointment has commenced on the 01/11/2025 and this will be completed through the course of the servicing programme.

Fire Management

Detail	**No.**	**Q4% Compliant**	**Q3%**	**Comments**
Total Number of Blocks Total Number of Community Centres	97 30	100%	-	→ Following revised programme of FRAs from 3 & 5 year approach to 1 & 2 year approach. All FRAs for year one to be completed by March 2026. Currently 100% complete.
Communal Fire Doors	620	100%		This has been split out between Communal Fire

				Doors and Flat Fire Doors for greater clarity.
Flat Fire Doors	576	88.19%	63.91%	Access has improved but additional co-ordination and internal support to be implemented.
Fire Alarms	43	100%		
Emergency Lighting	159	100%		
AOV	2	100%		
Fire Dampers	6	100%		1 system incorporating 6 dampers
Sprinklers	8	100%		
Fire Extinguishers	119	100%		
Lightning protection	9	100%		
No of buildings which have fire remedial actions which have been identified from current fire risk assessments.				**112 FRAs carried out** **930 Actions** **768 Complete** **Outstanding** **High Risk: 423** (2 in progress/9 issued to contractor/0 awaiting review/19 not required) Completed: 393 Outstanding: 11 **Medium Risk: 449 (**16 in progress/ 40 issued to contractor/0 awaiting review/66 not required) Completed: 327 Outstanding: 56 **Low risk/Planned works: 58** (2 in progress/3 issued to contractor/5 not required) Completed: 48 Outstanding: 5

Passenger Lifts

Detail	No.	Q4% Compliant	Q3	Comments
Total Number of passenger lifts	9	100%	100%	
No. of passenger lifts without a valid lift certificate.	0		-	

Stair Lifts

Detail	No.	Q4% Compliant	Q3%	Comments
Total Number of Stairlifts	120	100%	100%	
No. of stairlifts without a valid certificate.			-	

Hoists

Detail	No.	Q4% Compliant	Q3%	Comments
Total Number of Hoists	72	97.22%	97.01%	
No. of hoists without a valid certificate.	2		-	1 property with two hoists HO assisting

Auto Doors and mechanical systems

Detail	No.	Q4% Compliant	Q3%	Comments
Total Number of auto-doors	37	100%	-	
No. of auto-doors without			-	

a valid certificate.				

Air conditioning and ventilation systems

Detail	No.	Q4% Compliant	Q3%	Comments
Total Number of air disturbance	13	100%	-	
No. of air disturbance without a valid certificate.			-	

Other updates and information from the compliance.

Detail	Comments

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

Signed By: Norman Emery - Compliance Manager

Signed by: Craig Linacre – Heating Surveyor

Signed by: Vince Parr – Electrical Surveyor

Signed by: Dean McNulty – Asbestos Surveyor

Signed by: Jeremy Mitchell – Fire Surveyor

NEWARK & SHERWOOD DISTRICT COUNCIL

Report to: Cabinet Meeting: 21 July 2026

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

Director Lead: Nick Wilson, Director Financial Services, Revenues & Benefits and S151

Lead Officer: Andrew Snape, Head of Service - Finance ext. 5523

Report Summary	
Type of Report	Open Report / Non-Key Decision
Report Title	Provisional Financial Outturn Report to 31 March 2026
Purpose of Report	To present to Members the provisional 2025/26 financial outturn position on the Council's revenue and capital budgets, including:- • General Fund Revenue • Housing Revenue Account • Capital Programme • Provisions and Impaired Estimates on Debtors • Usable Reserves • Collection Fund 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.
Recommendations	That: (a) the final outturn of revenue and capital spending for 2025/26 be noted; (b) the capital financing proposals as set out in table 5 at paragraph 1.18 of the report, be noted; (c) the Capital Programme reprofiling of £14.289m carried forward into 2026/27, as per appendices E and F to the report, be noted;

	(d) the movement in Provisions and Impaired Estimates on Debtors be noted; and (e) the individual contributions to, and withdrawals from, the revenue and capital Usable Reserves, be noted.

1.0 <u>Background</u>

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:-

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

	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

1.12

	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**

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

1.20

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)**

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 31st 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

3.1 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

Appendix A

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**

Appendix A

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**

Appendix D

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**

General Fund Capital Programme Outturn

APPENDIX E

Project	Capital Description	Current Approved Budget	Future proposed Variations	Revised Budget including Variations for Approval	Outturn			Total Projected spend in year	Variance Over/ Underspend	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 idependant report comissioned, and infrasture unsiuritable 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 demolision 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 CYPS	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/ -Underspend	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. Heritge 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. Heritge 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	Kiddey 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, interpreation 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/ Underspend	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	0	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. 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	0	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	0	10/07/25 Spring and summer are quiet periods due to the weather. Completed 5 WHOP heating installations, with a furher 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	0	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, revaluating tender, due to be resolved by end Feb, this isnt 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	Jubliee 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 negogiations 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/ Underspend	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	0	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 Sepetmber 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 progessing 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**	

Housing Revenue Account Capital Programme Outturn

APPENDIX F

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/ -Underspend	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	0	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	0	09/07/25 Currently completing 5 kitchens & 1 bathroom per week. Budget to be reveiwed at Q2. 10/10/2025 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 £400k 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	0	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)**					
				0									
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	0	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 fulifilled 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	0	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 monts due to property access.
				0									
S731	**ELECTRICAL**		**685,220**	**(18,000)**	**667,220**	**442,227**	**442,227**	**(224,993)**					
				0									
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	0	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	0	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 reative 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 comleted 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	0	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 sufficent. 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	0	15/07/25 Contractor not yet identified, once procurement process is complete, anticpating works starting Autumn 2025. 09/10/25 No permanent surveyor currently in place, conversations taking to 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	0	15/07/25 5 year plan for improving EPC'S on our properties. Contractor not appointd as yet to carry out surveys/works, expected to be Autumn 2025. 09/10/25 Surveys completed to indentify properties to be worked on. Workstream now in place to appoint contractor to carry out works. 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, usused 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	0	08/07/25 Planning works at Wolfit Avenue currently expected to be £15k, further works to be identified. 09/10/25 Paving at Yorke Drive to be resurfaced, budget to be utilsed for this work. 13/01/26 Awaiting costs for project on Yorke 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	0	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	0	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	0	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 sheduled 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	0	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	0	15/07/25 12 Void properties currently undergoing works. Budget currently sufficient for Capital voids. Review in Q2. 08/10/25 27 properties currently oustanding, 14 of which we are awating a cost shedule for. 13/01/26 Voids 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	0	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 Voids 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	0	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	0	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. 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 sufficent 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 absestos, 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	0	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	0	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 addtional remedial works. 25/25/26 Remedial works were less than anticpated 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)				0	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	0	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 anticapated that the budget will be fully commited 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	0	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 the 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	0	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	0	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 trail 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	0	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)				0	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 expdenditure. 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	0	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)				0	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	0	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)**				**261,912**	
	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	0	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.

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/ -Underspend	Original Expected Completion Date	Revised Completion Date	Revised Completion Date	Slippage required	Comments - Spend to date
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 decsision 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 competed 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 esxpected 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 addtional 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 antipcated, 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)		(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 Effeciency 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 WADDINGHAM

Part of HOWDEN

Nottinghamshire County Council Pension Fund

(3) Newark & Sherwood District Council

IAS19 as at 31 March 2026

v3

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.

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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 p.a.	31 Mar 2025 p.a.	31 Mar 2024 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 Net pension asset in the statement of financial position	As at 31 Mar 2026 £000s	As at 31 Mar 2025 £000s	As at 31 Mar 2024 £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 31 Mar 2026 £000s	Year to 31 Mar 2025 £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 31 Mar 2026 £000s	Year to 31 Mar 2025 £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.

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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

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*

NEWARK & SHERWOOD
DISTRICT COUNCIL

Report to:	Cabinet Meeting: 21 July 2026
Portfolio Holder:	Councillor Paul Peacock, Strategy Performance & Finance
Director Lead:	Deborah Johnson, Director of Local Government Reorganisation
Lead Officer:	Rowan Bosworth-Brown, Senior Transformation & Service Improvement Officer, Ext. 5824

Report Summary	
Type of Report	Open Report / Non-Key Decision
Report Title	Community Plan Performance for Quarter 4 2025/26
Purpose of Report	To present the Quarter 4 Community Plan Performance Report (1 January – 31 March 2026).
Recommendations	That Cabinet: 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.
Alternative Options Considered	None
Reason for Recommendations	To ensure that Cabinet are aware of all relevant performance updates in line with the Community Plan.

1.0 Background

We continue to deliver an approach to performance management that is used to drive improvement rather than 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.

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.

The development of this report details the **Quarter 4** performance and includes activities delivered within the quarter. This information was factually correct as of the **31 March 2026.**

2.0 Proposal/Options Considered

That Cabinet 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 and 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.

Community Plan Performance Report

2025 – 26 Q4

1 January - 31 March 2026

NEWARK & SHERWOOD DISTRICT COUNCIL

SERVING PEOPLE, IMPROVING LIVES

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.

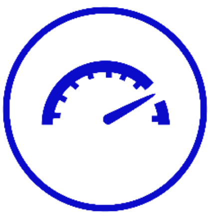
Having been in place for two years, our 2023-27 Community Plan has recently undergone a review to ensure it remains relevant and reflective of ongoing and upcoming projects and initiatives. This continuous refreshment is crucial to maintaining the plan's effectiveness.

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.

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**

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.

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 suggesed working with animals and using techology/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

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

- 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 pursing 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 responded 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 mobilsation 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%

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***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 substucture 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.

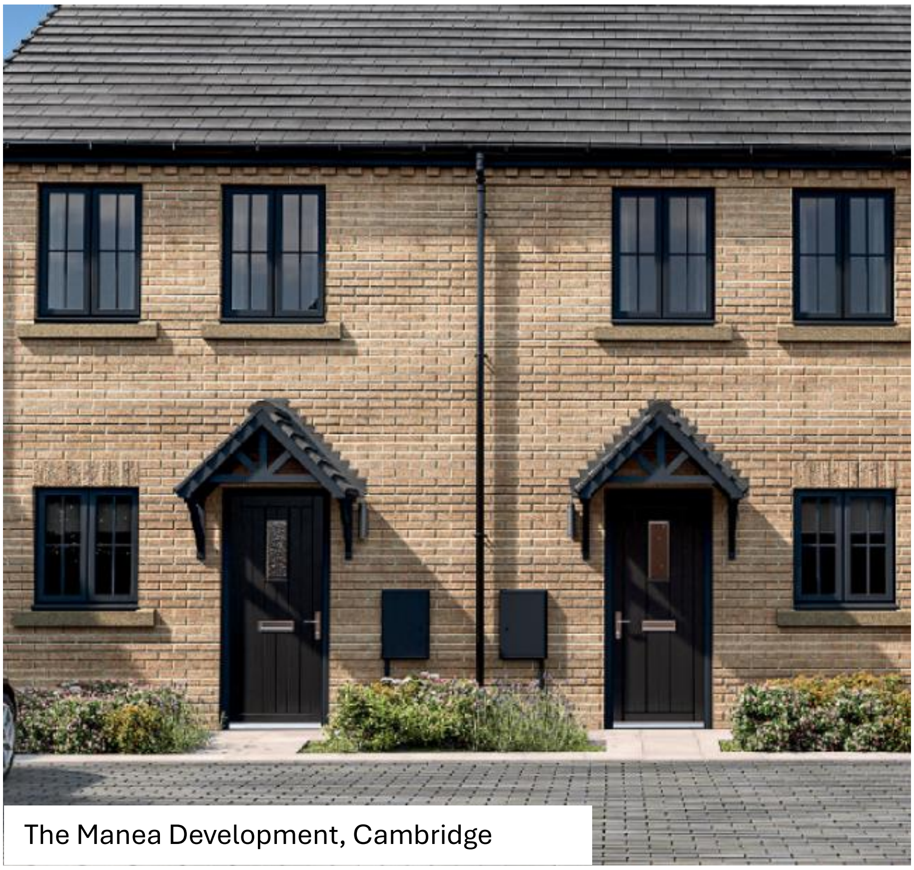
At Wirksworth, Derbyshire which consists of 30 units, work has moved on well since the last update, with the final few roofs going on and a number of units now close to handover. The Section 278 works were completed in March and the access road to the site is now open and connected to the main road, 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 noticably 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-commecement 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 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 to 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 iniatives 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, 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 *(This year we changed to Nomix dual, which contains a lower dosage of glyphosate compared to conventional herbicides.)*	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 initatives 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 Communtity 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 ***(in addition to standard CPO patrols):***	
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%

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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. 97% 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 Februray, in celebration of Pride month, our Creative Influencers worked with Museum staff to programme and delilver 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 vistors, school and community groups. Many of the wonderul 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 Strengh'. 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. Vistiors to the musueum 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

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 accompanynig social media campaing, 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 Resouces 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	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 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.

Be a Top Performing, Modern and Accessible Council.

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 though 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.

Be a Top Performing, Modern and Accessible Council.

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 Councils 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 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.*

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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.*

NEWARK & SHERWOOD
DISTRICT COUNCIL

Community Plan Performance Report

Annual Report

1 January 2026 –

31 March 2026

Appendix 2

SERVING PEOPLE, IMPROVING LIVES

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.

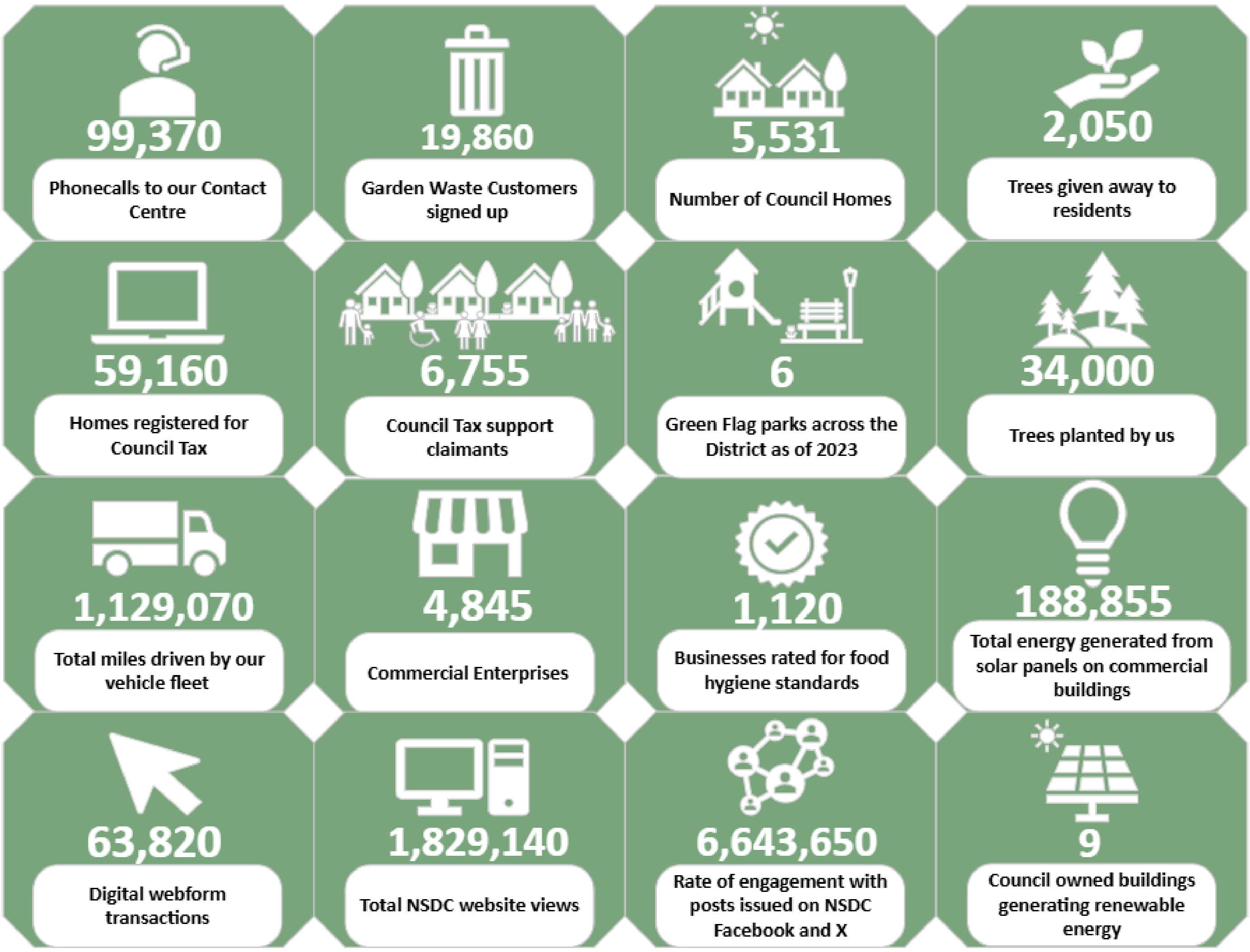
We know it is impossible to please everyone with each decision we make, but we all passionately care about Newark and Sherwood and do the very best we can for all our residents at all times."

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 13.4%. 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 dataload 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
Bridge Community Centre
Buttermarket Shopping Centre
Castle House
Church Farm Business Centre
Brunel Drive Depot - 4 Buildings (A, B, C, D)
Dukeries Leisure Centre
Farrar Close
Gilstrap Centre Public Toilet
Hawtonville Community Centre
Newark Beacon Innovation Centre
Newark Castle
Newark Lorry Park & The Ranch Café
Newark Palace Theatre
Newark Sports And Fitness Centre
Ollerton Housing Office
Queens Sconce Visitor Centre
Sherwood Forest Arts & Crafts Centre
Vicar Water Visitor 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: Cabinet Meeting: 21 July 2026

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

Director Lead: Deborah Johnson, Local Government Reorganisation

Lead Officer: Carl Burns, Head of Transformation
Rowan Bosworth-Brown, Senior Transformation & Service Improvement Officer, Ext. 5824

Report Summary	
Type of Report	Open Report / Non-Key Decision
Report Title	Local Outcomes Framework
Purpose of Report	To provide members of Cabinet with an update on recent developments related to the local government outcomes framework. It aims to outline the implications of the framework's implementation on the operations of Newark and Sherwood District Council, with particular emphasis on its performance framework.
Recommendations	That Cabinet note the likely impact of the local government framework outcomes as identified in the report.
Alternative Options Considered	None Considered.
Reason for Recommendations	The Committee receives quarterly reports on progress against the Council's Community Plan, using the key performance indicators set out in the Performance Framework. This report provides Members with the annual update to the Performance Framework and the refreshed set of performance indicators for information and awareness.

1.0 Background

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

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

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

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

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

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

2.0 Proposal/Options Considered

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

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

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

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

2.2 **Purpose.** The primary purpose of the Framework is to provide a robust, standardised approach to measuring the outcomes of local government activity. It seeks to shift the focus from process-based metrics to outcome-based accountability, ensuring that councils are assessed on the real-world impact of their services.

2.3 **Framework Metrics.** The Local Outcomes Framework tracks progress mainly Musing outcome metrics, which show the actual results achieved. In some cases, a small number of output metrics are also used to help to highlight the specific actions taken by local authorities, especially when it is difficult to separate their impact from the overall outcomes. Additionally, output metrics may act as substitutes when it is not possible to measure a key outcome directly, for example, if there is no suitable outcome data available.

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

The Government have selected metrics that meet the following standards:

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

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

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

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

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

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

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

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

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

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

3.0 Impact on Newark & Sherwood District Council

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

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

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

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

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

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

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

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

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

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

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

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

3.4 **Reporting**

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

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

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

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

The framework also encourages greater collaboration with external partners, such as health services and voluntary organisations, to deliver joint outcomes for the community.

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

4.0 <u>Proposal/Options Considered</u>

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

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

4.2 The Committee are asked to:

Note the likely impact of the framework outlined throughout the report.

5.0 Implications

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

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

Background Papers and Published Documents

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

01.06.26 - Local Outcomes Framework.pdf

NEWARK & SHERWOOD DISTRICT COUNCIL

Report to:	Cabinet Meeting: 21 July 2026
Portfolio Holder:	Councillor Paul Peacock, Strategy, Performance & Finance
Director Lead:	Deborah Johnson, Director of Customer Services & Organisational Development
Lead Officer:	Carl Burns, Transformation & Service Improvement Manager, Rowan Bosworth-Brown, Senior Transformation & Service Improvement Officer, Ext. 5824

Report Summary	
Type of Report	Open Report / Non-Key Decision
Report Title	Performance Framework 2026-27
Purpose of Report	To provide members of Cabinet with an update on the Performance Framework and indicators that will be used to monitor and measure the Councils performance against the refreshed Community Plan.
Recommendations	That Cabinet a. consider the comments from the Policy and Performance Improvement Committee in relation to the Corporate Planning, Performance Management and Assurance Framework (appendix 1) and the refreshed performance indicators (appendix 2); and b. after which, note and endorse the Corporate Planning, Performance Management and Assurance Framework (appendix 1) and the refreshed performance indicators (appendix 2).
Alternative Options Considered	None considered
Reason for Recommendations	The Committee receives quarterly reports on progress against the Council's Community Plan, using the key performance indicators set out in the Performance Framework. This report provides Members with the annual update to the Performance Framework and the refreshed set of performance indicators for information and awareness.

1.0 Background

1.1 The Council's performance management framework is a collection of principles that are used to help achieve high quality service delivery. Understanding our performance enables us to deliver quality services and embed good practice, as well as identify and address areas for improvement.

1.2 Performance indicators are created to measure performance against the actions detailed within the Community Plan and are owned by relevant Business Managers, who review the performance indicators relevant to their business unit each year in line with the business planning cycle. The relevant Director responsible for that business unit will also review these indicators alongside the Business Manager, before the Council wide list of indicators are taken to SLT for approval. The indicators are shared with PPIC and Cabinet for awareness, prior to the reporting cycle commencing.

2.0 Proposal/Options Considered

2.1 The Performance Framework for 2026/27 was presented to the Policy and Performance Improvement Committee on 1 June 2026, with Appendices 1 and 2 submitted for noting.

The Committee reviewed the report and presentation 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.

In considering the report Members referred to comments made during the previous agenda item, which was the Housing Repairs & Empty Homes Annual report. Members commented specifically on the performance of telephone answering times and the re-letting of council houses. It was therefore 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.

The Vice-Chair suggested that those comments and concerns in relation to telephone waiting times and the re-letting of council houses be forwarded to Cabinet for consideration when considering the Performance Framework 2026/2027, alongside a recommendation that Action Plans be developed to improve the service provision in both areas.

2.2 That Cabinet note and endorse the Performance Framework 2026/27. Further information will be provided to Members through a presentation at the committee.

3.0 Implications

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

Implications Considered Yes – relevant and included / NA – not applicable			
Financial	N/A	Equality & Diversity	N/A
Human Resources	N/A	Human Rights	N/A

Legal	N/A	Data Protection	N/A
Digital & Cyber Security	N/A	Safeguarding	N/A
Sustainability	N/A	Crime & Disorder	N/A
LGR	N/A	Tenant Consultation	N/A

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

01.06.26 - Performance Framework 2026-27.pdf
01.06.26 - Performance Framework 2026-27 Appendix 1.pdf
3. Appendix 2 - PIs 26.27 Committee.pdf

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

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

1. Introduction

1.1 This document sets out the arrangements for effective corporate planning, performance management and assurance at Newark and Sherwood District Council (NSDC).

1.2 Our corporate planning process includes setting the direction for the Council, devising outcomes and identifying relevant supporting actions to help us deliver the outcomes, within the resources available.

1.3 Our performance management arrangements include the framework and processes established by the Senior Leadership Team (SLT) to routinely monitor and manage performance across the Council. Through strategic oversight SLT will ensure that Business Managers deliver in accordance with objectives included within their business plans which in turn will facilitate delivery against the ambitions and actions included within the Council's Community Plan.

1.4 Our corporate assurance arrangements are intended to provide assurance to SLT, and where appropriate members, on corporate and strategic matters not reported through alternate mechanisms. The activities undertaken as part of this process supplement existing assurance arrangements including, but not restricted to, internal and external audit and assurance obtained through the completion of the annual governance statement.

1.5 Considering Local Government Reorganisation, it is expected that our performance management arrangements will be in place until at least 2027/28. After which our performance management arrangements will be amalgamated as part of the unitarisation with other Nottinghamshire authorities.

2. Scope

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

3. Corporate Planning

3.1 Our corporate planning process will take place on a four-year cyclical basis aligned to the election cycle to ensure that an up-to-date Community Plan exists prior to the commencement of the new financial year in which the elections take place (refer to Appendix A). As part of the process, we will:

- Engage and consult with relevant stakeholders (including but not restricted to Members, Business Managers, Partner Agencies, Residents, Parish Councils and Communities);
- Have regard to our Medium-Term Financial Plan and how Council resources can be used to fund delivery of the plan.
- Use performance data and information (including equality) and customer/resident feedback to inform what we need to improve on.

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

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

3.2 The Council will revisit the content of the Community Plan on an annual basis, adopting a light touch engagement/consultation process to ensure that the plan remains up to date and is fit for purpose. The planning process will be undertaken simultaneously with the financial planning process.

3.3 Once the Community Plan has been adopted by the Council, business plans for each of the respective areas will be signed off including targets (where appropriate) for KPIs and operational indicators in readiness for the forthcoming financial year.

3.4 The diagram below provides an overview of how the Council ensures that appropriate linkages are made throughout the organisation from setting direction through to implementation. It provides an overview of how the Council manages performance, from a strategic perspective cascaded through to individual members of staff.

4. <u>Performance Management</u>

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

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

4.3 Performance Management – Strategic/Corporate

4.3.1 What?

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

4.3.2 How?

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

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

4.4. Performance Management - Operational

4.4.1 What?

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

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

4.4.2 How?

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

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

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

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

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

4.5 Performance Management - Personal Appraisal

4.5.1 What?

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

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

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

4.5.2 How?

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

5. Assurance

5.1 *What?*

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

5.2 *How?*

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

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

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

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

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

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

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

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

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

6. <u>Data Quality</u>

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

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

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

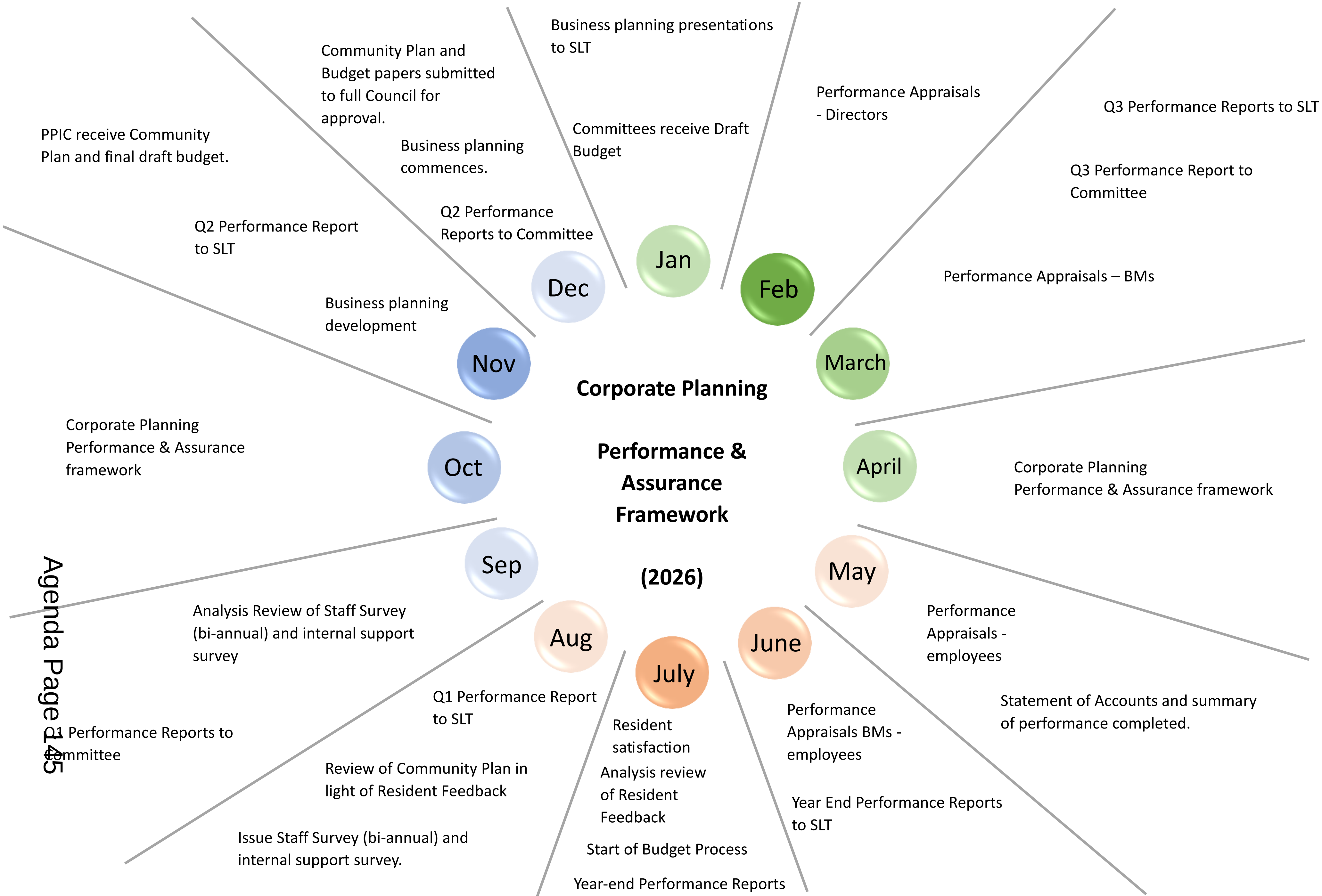
- Data sign off sheets (guidance) have been agreed for each performance indicator included within the system.
- KPIs and their targets are reviewed as part of the annual Community Plan refresh.
- Operational targets are reviewed at least annually by the Business Manager and respective Director.
- Details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

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

7. Review

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

Appendix A



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Performance reporting and business planning processes

Community Plan

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

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

Business Plans

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

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

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

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

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

Council performance management

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

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

Assurance reporting

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

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

Role of the Performance Team (Transformation & Service Improvement)

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

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

Appendix C

Assurance Map/Framework

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

Intentionally blank

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

Directorate	Business Unit	KPI Code	KPI	2022/23	2023/24	2024/25	3 Year Average 2022/23 - 2024/25	Current Target 2025/26	Proposed Target 2026/27	Supporting Information
Deputy Chief Exec	Arkwood	ARK002B	Number of homes delivered through our housing development company Arkwood	35	24	10	23	67	82	
Deputy Chief Exec	Arkwood	ARK003B	Number of plots commenced through our housing development company Arkwood	8	0	62	23	107	102	
Resources	Corporate Property	COR001	Newark Beacon - % of occupied units	99.1%	80.0%	79.0%	86.0%	83.0%	85.0%	
Resources	Corporate Property	COR011	Commercial Property - % occupied units	98.0%	98.0%	96.3%	97.4%	95.0%	96.0%	
Resources	Corporate Property	COR019	Sherwood Forest Arts and Crafts - % of occupied units	100.0%	100.0%	95.0%	98.3%	95.0%	96.0%	
Resources	Corporate Property	COR052	% Completed Legionella tests (due this quarter)	New	New	100.0%	100.0%	100.0%	100.0%	
Resources	Corporate Property	COR053	% Completed Legionella Risk Assessments (due this quarter)	New	New	100.0%	100.0%	100.0%	100.0%	
Resources	Corporate Property	COR054	% Completed Asbestos Condition Surveys (annual)	New	New	100.0%	100.0%	100.0%	100.0%	
Resources	Corporate Property	COR055	% Completed Asbestos Annual Reviews (due this quarter)	New	New	100.0%	100.0%	100.0%	100.0%	
Resources	Corporate Property	COR056	% Completed Fire Risk Assessments (due this quarter)	New	New	100.0%	100.0%	100.0%	100.0%	
Resources	Corporate Property	COR057	% Completed Gas Boiler Services (due this quarter)	New	New	100.0%	100.0%	100.0%	100.0%	
Resources	Corporate Property	COR058	% Completed Electrical Inspection Reports (due this quarter)	New	New	100.0%	100.0%	100.0%	100.0%	
Resources	Corporate Property	COR059	% Completed Lift Inspections (due this quarter)	New	New	100.0%	100.0%	100.0%	100.0%	
Customer Services & Organisational	Customer Services	CSC002	Contact Centre - telephony - average length of time to answer call (seconds)	84.0	156.0	91.0	*N/A	110.0	100	
Planning & Devlopment	Economic Growth &	ECG007B	Newark town centre footfall count (average visitors per day)	New	6,497	6,596	*N/A	7,000	7,300	
Planning & Devlopment	Economic Growth &	ECG020	Percentage of town centres total premises vacant across the NSDC District	6.8%	7.2%	9.2%	7.7%	8.0%	8.0%	
Planning & Devlopment	Economic Growth &	ECG054	% Increase of visitors to Newark town centre during Event Days	New	New	New	New	New	20.0%	Newly created PI.
Planning & Devlopment	Economic Growth &	New	Southwell town centre centre footfall count (average visitors per day)	New	New	New	New	New	2,200	Newly created PI.

Planning & Devlopment	Economic Growth &	New	Edwinstowe town centre footfall count (average visitors per day)	New	New	New	New	New	2,000	Newly created PI.
Planning & Devlopment	Economic Growth &	New	Ollerton town centre footfall count (average visitors per day)	New	New	New	New	New	2,400	Newly created PI.
Communities & Environment	Environmental Services	ENS001	% fly tipping incidents removed within 72 hours	95.8%	93.6%	97.8%	95.7%	95.0%	95.0%	
Communities & Environment	Environmental Services	ENS004B	% of household waste sent for reuse, recycling and composting	36.0%	38.1%	37.7%	37.3%	40.0%	40.0%	
Communities & Environment	Environmental Services	ENS005B	Number of missed bins (per 100,000 households)	44.4	52.5	32.5	43.1	45	45	
Communities & Environment	Environmental Services	ENS006	Total number of garden waste subscriptions	19,188	20,949	21,678	20,605	22,000	22,000	
Communities & Environment	Environmental Services	ENS009	% of failing sites - street and environmental cleanliness - litter	0.8%	0.6%	0.9%	0.8%	1.5%	1.5%	
Communities & Environment	Environmental Services	ENS010	% of failing sites - street and environmental cleanliness - detritus	1.1%	1.0%	0.8%	1.0%	1.2%	1.2%	
Communities & Environment	Environmental Services	ENS018B	Number of fixed penalty notices issued for all environmental offences (excluding fly tipping)	New	New	833	833	Demand	Demand	
Communities & Environment	Environmental Services	ENS021	Number of events held in NSDC parks	270	326	451	349	400	500	
Communities & Environment	Environmental Services	ENS026	Number of trees planted on Council land or partner land	New	867	1,156	1,012	34,000	600	This reflects the return to business as usual, as planting 34,000 in 2025/26 trees was a one off due to the funding which was secured.
Communities & Environment	Environmental Services	ENS027	Number of trees given away to residents	New	1,305	1,450	1,378	1,000	1,000	
Communities & Environment	Environmental Services	ENS028	Number of targeted focus weeks	New	5	7	6	8	6	The Business Manager is satisfied that the target is realistic in line with recent performance.
Communities & Environment	Environmental Services	ENS033	% Completed Play Park Inspections HRA Land (due this quarter)	New	100.0%	100.0%	100.0%	100.0%	100.0%	
Communities & Environment	Environmental Services	ENS034	% Completed Play Park Inspections GF Land (due this quarter)	New	100.0%	100.0%	100.0%	100.0%	100.0%	
Communities & Environment	Environmental Services	ENS042	Number of children reached via environmental education visits including river health and	New	New	3,210	3,210	2,000	2,000	
Communities & Environment	Environmental Services	ENS043	% of incidents resulting in an FPN or prosecution	New	New	New	New for 2025/26	17.0%	13.0%	The Business Manager is satisfied that the target is realistic in line with recent performance.
Resources	Financial Services	FIN001	% invoices paid within 30 days - whole Council	98.0%	98.0%	94.7%	96.9%	98.5%	98.8%	
Resources	Financial Services	FIN020	Arkwood cumulative return on equity	5.0%	6.7%	10.0%	New	21.9%	50.0%	Newly created PI - this PI will provide data on the cumulative receipts from Arkwood as a proportion of the equity in the company.
Communities & Environment	Heritage & Culture	HCV001	Total number of admissions - National Civil War Centre	13,234	16,800	16,844	15,626	17,000	17,000	
Communities & Environment	Heritage & Culture	HCV002	Total number of admissions - Palace Theatre	59,877	52,619	66,122	59,539	55,000	60,000	
Communities & Environment	Heritage & Culture	HCV011	% of visitors from schools – National Civil War Centre	New	24.0%	22.0%	23.0%	25.0%	25.0%	
Communities & Environment	Heritage & Culture	HCV012	% of visitors from schools – Palace Theatre	New	12.0%	11.0%	11.5%	12.0%	12.0%	
Communities & Environment	Heritage & Culture	HCV013	Number of people reached through direct participation and outreach	New	12,060	14,385	13,223	12,500	15,000	
Communities & Environment	Heritage & Culture	HCV014	Total footfall across all heritage and culture services and sites	New	99,651	123,630	111,641	105,000	125,000	

Housing, Health & Wellbeing	Housing Services	HEM001C	Time spent in temporary accommodation for people we owe a duty to	New	New	New	New for 2025/26	13	12	
Housing, Health & Wellbeing	Housing Services	HEM003	Average time to re-let Council properties (days)	28.0	30.9	44.3	*N/A	28.0	35.0	The proposed target is a stretching target based upon recent performance, whilst being more realistic and achievable for operational teams to work towards.
Housing, Health & Wellbeing	Housing Services	HEM030	Satisfaction with lettings service	94.0%	92.0%	93.0%	93.0%	95.0%	95.0%	
Housing, Health & Wellbeing	Housing Services	HEM069	Overall Satisfaction with Housing Services (TP01)	New	77.90%	77.00%	77.50%	79.00%	80%	
Housing, Health & Wellbeing	Housing Income & Leaseholder management	HLM006	Amount of current arrears as a % of annual rent debit	1.3%	1.5%	2.1%	1.6%	2.3%	2.9%	The Business Manager has shared the key drivers relating to the amount of current arrears on a quarterly basis throughout 2025/26. This includes the impact of tenants making the transition to Universal Credit, as well as some challenges during the transition to the new Housing Management System. There is an action plan in place to stabilise the position and during the latest update in Q3, the Business Manager estimated that performance should begin to show improvement in the second half of 2026/27.
Housing, Health & Wellbeing	Housing Repairs &	HRA001	Average "End to End" time for all reactive repairs (calendar days)	21.2	16.6	29.5	*N/A	16	12	
Housing, Health & Wellbeing	Housing Repairs & Assets	HRA002	% of repairs completed at first visit	88.4%	91.1%	88.4%	89.3%	93.0%	90.0%	The methodology for this PI is being reviewed to ensure the target supports an improved customer experience and that the calculation is applied consistently, based on a clear definition of a repair completed at the first visit.
Housing, Health & Wellbeing	Housing Repairs & Assets	HRA009	% of Council homes with an energy efficiency (SAP) rating of C or above	68.0%	52.3%	N/A	60.2%	75.0%	60.0%	The target selected is a stretching target. Full review of EPCs is underway, with 45% properties rated C or above and ~30% rated D currently. The remaining properties are rated E, F, and G's and which will be targeted first. This approach % wise may appear lower numerically, but it will have a greater impact on those living in the lower rated properties and will support with the associated fuel costs.
Housing, Health & Wellbeing	Housing Repairs &	HRA010B	% of homes with a valid gas certificate	98.8%	99.7%	98.3%	98.9%	100.0%	100.0%	
Housing, Health & Wellbeing	Housing Repairs & Assets	HRA081	Responsive Repairs - telephony - average length of time to answer call (seconds)	New	90.3	161.4	*N/A	60	100	Aligning the target to match the Customer Services target, to keep consistent expectations and standards corporately. This is also reflective of the increase in demand within Housing Repairs and Asset Investment.
Housing, Health & Wellbeing	Housing Repairs &	HRA084	% of homes with Electrical Installation Condition Report (EICR) certificates up to five	99.0%	99.3%	99.3%	99.2%	100.0%	100.0%	
Housing, Health & Wellbeing	Housing Repairs &	HRA089	% Completed Legionella tests (communal areas due this quarter)	New	100.0%	100.0%	100.0%	100.0%	100.0%	
Housing, Health & Wellbeing	Housing Repairs &	HRA090	% Completed Legionella Risk Assessments (communal areas due this quarter)	New	100.0%	100.0%	100.0%	100.0%	100.0%	
Housing, Health & Wellbeing	Housing Repairs &	HRA091	% Completed Asbestos Condition Surveys (annual)	New	100.0%	100.0%	100.0%	100.0%	100.0%	
Housing, Health & Wellbeing	Housing Repairs &	HRA092	% Completed Asbestos Annual Reviews (due this quarter)	New	100.0%	100.0%	100.0%	100.0%	100.0%	
Housing, Health & Wellbeing	Housing Repairs &	HRA093	% Completed Fire Risk Assessments (due this quarter)	New	100.0%	100.0%	100.0%	100.0%	100.0%	
Housing, Health & Wellbeing	Housing Repairs &	HRA094	Number of overdue RED Fire Risk Assessment actions	New	0	318	159	Demand	Demand	

Housing, Health & Wellbeing	Housing Repairs &	HRA095	Number of overdue AMBER Fire Risk Assessment actions	New	2	115	58.5	Demand	Demand	
Housing, Health & Wellbeing	Housing Repairs &	HRA098	% Completed Lift Inspections (due this quarter)	New	100.0%	100.0%	100.0%	100.0%	100.0%	
Housing, Health & Wellbeing	Housing Repairs &	HRA105	BS01 Proportion of homes for which all required gas safety checks have been carried	New	99.7%	100.0%	99.9%	100.0%	100.0%	
Housing, Health & Wellbeing	Housing Repairs &	HRA106	BS02 Proportion of homes for which all required fire risk assessments have been	New	100.0%	100.0%	100.0%	100.0%	100.0%	
Housing, Health & Wellbeing	Housing Repairs &	HRA107	BS03 Proportion of homes for which all required asbestos management surveys or re-	New	100.0%	100.0%	100.0%	100.0%	100.0%	
Housing, Health & Wellbeing	Housing Repairs &	HRA108	BS04 Proportion of homes for which all required legionella risk assessments have been	New	100.0%	100.0%	100.0%	100.0%	100.0%	
Housing, Health & Wellbeing	Housing Repairs &	HRA109	Proportion of homes for which all required communal passenger lift safety checks have	New	New	100%	100%	100.0%	100%	
Housing, Health & Wellbeing	Housing Repairs & Assets	HRA110	Warm Homes Social Housing Fund - Number of Council homes with retrofitted energy efficiency measures	New	New	123	New programme for 2026/27	Demand	Demand	The programme is currently being developed and the target will be set once the programme has been finalised.
Customer Services & Organisational	HR & Training	HTR001	Average number of sick days per employee (FTE) per year lost through sickness absence	7.4	6.8	7	*N/A	6.5	7.5	The higher target recognises ongoing sickness levels and time needed for the new framework to embed.
Customer Services & Organisational	HR & Training	HTR002B	% of staff turnover	New	14.0%	13.0%	13.5%	13.0%	12.0%	
Customer Services & Organisational	HR & Training	HTR012	Number of work experience placements offered at differing levels of education	New	New	28	28	25	25	
Customer Services & Organisational	HR & Training	HTR013A	Number of apprenticeships on programme at any one time at all educational levels within	New	New	4	4	12	12	
Customer Services & Organisational	HR & Training	HTR013B	% of eligible apprenticeships completed, at all educational levels, that result in further	New	New	New	New for 2025/26	80.0%	80.0%	
Planning & Devlopment	Planning & Development	PDV008	% of planning applications (major) determined within statutory timelines	90.0%	92.3%	77.5%	86.6%	90.0%	90.0%	
Planning & Devlopment	Planning & Development	PDV009	% of planning applications (non-major) determined within statutory timelines	93.4%	94.4%	93.6%	93.8%	90.0%	93.0%	
Communities & Environment	Public Protection	PPR001	% reduction in anti-social behaviour - Newark & Sherwood District compared against County area	2.0%	17.0%	16.1%	11.7%	County Average	County Average	The use of county average is due to the data being extracted from the Community Safety Partnership report.
Communities & Environment	Public Protection	PPR002	% reduction in all crime - Newark & Sherwood District compared against County area	-9.0%	-2.0%	0.0%	-3.7%	County Average	County Average	The use of county average is due to the data being extracted from the Community Safety Partnership report.
Communities & Environment	Public Protection	PPR020	% of businesses in the District with a food hygiene rating of 3 or higher (generally	92.7%	98.0%	97.7%	96.1%	98.0%	98.0%	
Communities & Environment	Public Protection	PPR029	Number of positive outcomes resulting from CCTV intervention	New	No Data Rec'd	176	176	Demand	Demand	In light of CCTV Control Room launch on 1 April 2026, the suite of performance indicators will be reviewed in August and a list of possible PIs shared with PPIC and Cabinet in September 2026.
Resources	Revenues & Benefits	REV002	% business rate collection	97.2%	97.8%	98.2%	97.7%	98.2%	98.0%	
Resources	Revenues & Benefits	REV003	% council tax collection	97.1%	97.2%	97.2%	97.2%	97.4%	97.4%	
Resources	Revenues & Benefits	REV004	Average number of calendar days to process new council tax support applications	18.8	12.8	15	*N/A	14	14	
Resources	Revenues & Benefits	REV005	Average no of calendar days to process council tax support change in circumstances	7.5	4.1	7.2	*N/A	7	12	The target has been adjusted to be more realistic and achievable in line with performance levels recorded in 2025/26
Resources	Revenues & Benefits	REV006	Average no of calendar days to process housing benefit change in circumstances	2.6	1.5	3.8	*N/A	4	4	

Resources	Revenues & Benefits	REV007	Average no of calendar days to process new housing benefit claims	18.1	14.5	16.1	*N/A	14	18	The target has been adjusted to be more realistic and achievable in line with performance levels recorded in 2025/26
Housing, Health & Wellbeing	Healthy Places	RHS004	Number of new council houses built	7	38	22	22	75	28	This target is reflective of the Council House build programme and the volume of properties due to be built during 2026/27.
Housing, Health & Wellbeing	Healthy Places	RHS007	Number of User Visits - Active 4 Today (all)	1,008,319	1,101,987	1,102,936	1,071,081	1,100,000	870,000	The reduced target relates to the impact of the withdrawal of Southwell Leisure Centre from the performance figures.
Housing, Health & Wellbeing	Healthy Places	RHS008	Live Leisure Centre membership base (all)	11,585	11,170	12,212	11,656	11,500	9,750	The reduced target relates to the impact of the withdrawal of Southwell Leisure Centre from the performance figures.
Housing, Health & Wellbeing	Healthy Places	RHS012A	Leisure Services - based on your experience; how likely are you to recommend us to a friend,	New	New	60.0%	60.0%	60.0%	60.0%	
Housing, Health & Wellbeing	Healthy Places	RHS012B	Customer satisfaction with all Active4Today leisure centres	New	70.7%	87.0%	78.9%	85.0%	85.0%	
Housing, Health & Wellbeing	Healthy Places	RHS014	Number of new Active4Today leisure members	New	New	New	New for 2025/26	3,750	2,800	The reduced target relates to the impact of the withdrawal of Southwell Leisure Centre from the performance figures.
							**N/A indicates where the PI calculates the average and so it has not been possible to provide a 3 year average.*			

NEWARK & SHERWOOD DISTRICT COUNCIL

Report to:	Cabinet Meeting: 21 July 2026
Portfolio Holder:	Councillor Paul Peacock, Strategy, Performance & Finance
Director Lead:	Nick Wilson, Director – Finance, Revenue & Benefits and S151 Officer
Lead Officer:	Andrew Snape, Head of Service – Finance ext. 5523

Report Summary	
Type of Report	Open Report / Non-Key Decision
Reason for Report	To enable the Council's budget process to proceed in accordance with agreed assumptions
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	That Cabinet: 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) approve the additional x1 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. h) Approve the additional x1 FTE in the Heritage Culture and Visitors Business Unit as per 3.7.8 funded from the overall restructure savings identified in the table at 3.7.9.
Alternative Options Considered	Not applicable, the Budget Strategy is required each year in accordance with the Council's Constitution.
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 and Performance Improvement Committee.

1.3 This report was considered by the Policy, Performance & Improvement Committee on 6 July 2026.

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 (HRA)

3.5 Early in 2026/27, an investment was 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 new 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 and 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. From 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 The costs shown above for Heritage, Culture & Visitors reflect the net impact after savings identified elsewhere within the Business Unit have been applied. The remaining cost will be funded from the £150,000 provision referred to in paragraph 3.7.4. This proposal includes the addition of 1 FTE to the establishment.

3.7.9 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 3.7.5 (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 3.7.3 (inc £150,000)	382,430			
Annual Shortfall/(Saving)	**(108,443)**	**16,384**	**(27,706)**	**(3,881)**

3.7.10 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 from 2028/29, 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.

3.7.11 For clarity, from 2028/29, the proposed restructures are self financed by the LGR staffing restructure report.

3.7.12 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.

3.7.13 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%

3.7.14 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.

3.7.15 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.

Background Papers and Published Documents

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

None

APPENDIX A

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.

APPENDIX B

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)**

APPENDIX C

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.

APPENDIX D

NEWARK AND SHERWOOD DISTRICT COUNCIL

CORPORATE CHARGING POLICY

Revised: July 2026
Date of next revision: n/a

CONTENTS

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 polices 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 relavent 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.

APPENDIX E

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.

APPENDIX F

NEWARK & SHERWOOD DISTRICT COUNCIL
CAPITAL PROGRAMME 2027/28 – 2030/2031 PRIORITISATION SCHEME

	STAGE 1 FACTOR	Comments	STAGE 2 DETAILED PRIORITISATION	STAGE 2 WEIGHTING
1	**Key Priorities** Scheme must link to at least one of the Council's priorities and be an objective contained within a Service Plan.	If a scheme does not clearly relate to these areas it will not be considered further.	Each scheme to be marked as to how well it fits with the Community Plan	**35%**
2	**Evidence of Need** Service Strategy National Strategy or Guidelines Statutory Obligation	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.	The following factors will receive equal weighting :- • 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	**10%**
3	**Partnership** Eligibility under existing criteria can be demonstrated.	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.	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.	**15%**

4	**Outputs and Outcomes** These have been clearly identified and can be justified from supporting evidence. Specific comments should be made as to how the scheme represents value for money when compared to other options	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.	Assessment then made on what the scheme will achieve.	**15%** Assessment of all factors or group of factors
5	**Financial** Capital costs have been based on internal or external professional advice Revenue implications have been properly developed	Capital costs include both works and land purchase and cover all associated costs. Try and avoid "guesstimates" which result in schemes requiring increased finance or having to be reduced to meet finance available.	Capital will be based on the quality of work which has been put into estimate. e.g. costed feasibility studies. Revenue will be based on whether the effect is positive, neutral or negative on the revenue budget. Positive effect scores 10 Neutral effect scores 3 Negative effect scores 0	**5%** **10%**
6	**Risk Assessment** 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	Try and ensure that not all schemes selected are high risk with the danger that there will be delays in delivery or no-delivery.	The following will all need to be considered:- Technical Issues Financial Uncertainty Partnership uncertainty Planning Issues Legal issues Timescale	**10%**

Report to: Cabinet Meeting: 21 July 2026

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

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

Lead Officer: Andrew Bayliss, Transactional Finance Manager

Report Summary	
Type of Report	Open Report / Non-Key Decision
Report Title	The Council's Approach to Debt Collection and Managing Cases of Multiple Debt.
Purpose of Report	To share with the Cabinet the draft Corporate Income and Debt Strategy and Policy Management of Cases that Involve Multiple Council Debt
Recommendations	That Cabinet: a) review and endorse the proposed approach to debt collection as set out in Appendices A and B; and b) approve 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.
Alternative Options Considered	Cabinet does not approve the proposed changes and individual teams continue to collect debt streams in isolation and without a joined-up approach.
Reason for Recommendations	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 outlies 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 31 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 31 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 has been developed and shared with members of the residents panel and engaged tenants' groups. They were invited to provide feedback through a short survey. The survey closed on Friday 22 May, and feedback received has been 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 has been produced and scored through the JE process. The resultant pay grade for the post is NS08. If the role is approved, 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 to 31st March 2028, 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.

3.1 Financial Implications - FIN26-27/3117

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.

3.2 Legal Implications - LEG2627/2667/LMI

The Council has statutory powers and responsibilities to recover monies owed to it and to ensure the proper administration of its financial affairs. The proposed Strategy and Policy provide a framework for coordinated debt management across services whilst maintaining compliance with the legislative and regulatory requirements governing individual debt streams.

The implementation of the Strategy will require the sharing of personal data between relevant Council services and must be undertaken in accordance with the UK GDPR and Data Protection Act 2018. Advice should be sought from the Information Governance team about progressing this.

The Council must also have due regard to its obligations under the Equality Act 2010 and ensure that the approach remains proportionate, fair and responsive to vulnerable residents.

The Strategy and Policy do not replace or override existing service-specific debt recovery policies, nor do they affect the statutory recovery powers and duties applicable to individual service areas. Any apportionment of costs to the Housing Revenue Account must comply with relevant HRA accounting and subsidy requirements.

The proposed strategy indicates that enforcement activity may be paused whilst cases are managed by the Multiple Debt Caseworker.

The proposals should also ensure that statutory limitation periods are monitored, and recovery timetables remain compliant with relevant legislation. Suspension of enforcement should not prejudice the Council's ability to recover debt subsequently and decisions to delay enforcement are appropriately recorded.

3.3 Human Resources Implications - HR2425/6166 FK

It is proposed that this post sits within the Customer Services team. During 25/26, the establishment increased by 30.48FTE. +8.02FTE of this was within the Customer Services and Organisational Development directorate. None of this change was within Customer Services. If approved, the proposals outlined will result in an increase to the establishment of +1FTE.

The role is described as having a supportive focus to encourage engagement by individuals with multiple debt streams and the ability to signpost to organisations who can assist. It has been evaluated at NS8.

It is likely that there are individuals within the Council already working within roles linked to debt recovery, in some form, and who have experience in providing support and signposting and are looking for a progression. There is a likelihood that this post could be filled internally but it is recommended that it is advertised externally also to ensure that the right person is appointed.

In line with our processes, recruitment will be transparent and fair, ensuring that no candidates with a protected characteristic are at any detriment.

If a current member of staff wishes to apply, they will have to seek approval from their current manager to take the role on a secondment basis or resign from their permanent position. If the role is filled externally, or not on a secondment basis, it should be noted that there may be a cost associated with bringing the contract to an end at 18 months, should alternative employment not be available, if the post holder has continuous service of >2years. This would be a payment equivalent to statutory redundancy as compensation for loss of office. Access to pensions would be the same as in a redundancy situation.

A fixed term of 18 months means that, if the decision is that the post is not needed on a longer-term basis, the role will come to an end in advance of the new unitary authority.

3.4 Equalities Implications

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:	

Serving People, Improving Lives

Contents

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

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 Cseworker) 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.

NEWARK & SHERWOOD DISTRICT COUNCIL

Report to: Cabinet Meeting: 21 July 2026

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

Director Lead: Matt Lamb, Director – Planning & Growth

Lead Officer: Matthew Norton, Assistant Director – Planning & Economy

Report Summary	
Type of Report	Open Report / Non-Key Decision
Reason for Report	To enable the Council's budget process to proceed in accordance with agreed assumptions
Report Title	Newark A46 Bypass – Update and Next Steps
Purpose of Report	To update Cabinet on the current position regarding the A46 Newark Bypass, the recent uncertainty affecting delivery, and the proposed next steps for continued lobbying and partnership working to secure delivery of this nationally important infrastructure within the Road Investment Strategy 3 period (2026–2031).
Recommendations	That Cabinet: a) note the current position regarding the A46 Newark Bypass, including the Development Consent Order approval, the scheme's inclusion within Road Investment Strategy 3 (2026–2031) in March 2026, and the recent uncertainty following the cancellation of the Skanska contract and Department for Transport letter of 30 June 2026 reproduced at **Appendix A**; b) strongly reaffirm the Council's support for the earliest possible delivery of the A46 Newark Bypass as nationally important infrastructure; c) strongly support that the Council should continue to work with partners, coordinated through the East Midlands Combined County Authority, including East Midlands Councils/Transport for the East Midlands, Nottinghamshire County Council, Lincolnshire County Council, local Members of Parliament and regional business partners, to lobby Government for the scheme to be delivered as soon as possible within the RIS3 period; d) delegates authority to the Leader of the Council and Director – Planning and Growth to finalise and submit any letters, consultation responses or joint representations required to support delivery of the scheme in accordance with recommendations b) and c) above; and

	e) notes that officers will continue to keep under review the local implications of any delay, particularly for the Newark Urban Area, the ongoing work for the new Local Plan, and the Council's land and property interests at the Newark Lorry Park.
Alternative Options Considered	The Council could choose to remain silent on recent developments, which would be contrary to our role over many years to lobby, alongside public and private sector partners, to promote and secure at a national level the importance of the A46 Bypass which is nationally, locally and regionally critical in delivering journey-time savings, unlocking growth and productivity, and alleviating congestion.
Reason for Recommendations	To ensure continued efforts to secure this important national infrastructure.

1.0 <u>Background</u>

1.1 Members will be aware from previous updates that the A46 Newark Bypass has been a long-standing strategic infrastructure priority for Newark and the wider East Midlands. Following many years of coordinated lobbying and evidence-based assessments the scheme has been recognised as nationally important. The scheme was announced as funded by the Chancellor as part of the Government's Plan for Change on 8th July 2025. It secured consent via approval by the Secretary of State for Transport of a Development Consent Order, a long and complex process, on 1 October 2025. In March this year the project was identified by the Government as one of the key projects in the Uk's national Road Investment Strategy 3, which identified projects expected to start between 2026-2031.

1.2 Recent announcements have created uncertainty. On 29 June 2026, it was reported that National Highways was seeking a new main contractor after the cancellation of Skanska UK's £297m design-and-build contract for the Newark Bypass. The following day, the East Midlands Mayor and Leader of this Council were informed, without consultation, that the scheme was one of two within the region that were proposed to be cancelled in order to contribute towards national defence funding. This news was followed by a letter from the Department for Transport (see **Appendix A**) which makes clear that the department will be consulting on the possible cancellation of the two schemes specifically because it is prioritising those already in construction or due to start construction in the near future. No details on the proposed consultation are provided at the time of print.

1.3 Members will be aware of strong and unequivocal statements in the press which make clear the unacceptability the Governments recent announcements from the Mayor of the East Midlands, the Leader of this Council and the Leader of Nottinghamshire Country Council. The Mayor for the East Midlands is already convening partners and MP's across the region to coordinate on making the case to government for ensuring that the A46 remains a national priority to deliver as soon as possible with the RIS3 period.

2.0 Proposal / Options Considered

2.1 Given the importance of this scheme nationally, regionally and locally it is recommended that this Council continues to play its part in presenting robust evidence as to why the A46 Bypass remains critically important. The Leader of the Council has already written to the relevant Minister to express disappointment at recent announcements, as detailed at **Appendix B**. It is recommended that the Council continues to work with its partners and industry, via the lead coordination of the East Midlands Mayor, to present its case to Government.

2.5 Officers will also continue to assess the local implications of delay and will bring forward further reports where decisions are required in relation to the Council's own land and property, notably Newark lorry park. Decisions on the A46 Bypass will also likely affect the emerging new Local Plan.

3.0 Implications

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

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

Financial Implications (FIN26-27/8286)

3.1 There are no direct financial implications arising from the recommendations in this report. The recommendations do not commit the Council to capital or revenue expenditure. However, delay or cancellation of the A46 Newark Bypass could have indirect financial and economic implications for development viability, investment confidence, the Newark Gateway, the Council's lorry park and related land interests. Any proposal requiring Council expenditure or a financial contribution would be the subject of a separate report and financial appraisal.

Legal and Human Rights (Legal Implications - LEG2627/6951)

3.2 The A46 Newark Bypass is a Nationally Significant Infrastructure Project promoted by National Highways and controlled by Government through the Department for Transport. The Development Consent Order has been granted. The recommendations in this report relate to lobbying, partnership working and representations, rather than the

Council exercising statutory decision-making powers. Legal advice should be sought on any future formal consultation response, land agreement, funding commitment or property matter arising from the scheme.

Human rights considerations, including property rights, have been considered through the DCO process and will need to remain under review in any Council land or property decisions.

Equality and Diversity

3.3 There are no direct equality implications arising from the recommendations. Continued engagement should recognise that congestion, unreliable journeys and disruption can affect residents, workers, visitors and businesses differently. Any future scheme-specific Council decision or consultation response should continue to consider equalities impacts where relevant.

Sustainability

3.4 The DCO process considered the environmental impacts and mitigation associated with the highway scheme. The Council's lobbying position should continue to recognise both the economic and transport benefits of improved journey time reliability and the need for environmental mitigation, biodiversity and sustainable travel improvements where these form part of the consented scheme. Prolonged delay may also prolong existing congestion and associated local impacts.

LGR

3.5 There are no direct Local Government Reorganisation implications arising from the recommendations. However, strategic infrastructure delivery, growth planning, transport connectivity and regional economic development are likely to remain important considerations for any future local government structures. Maintaining records of the Council's position and partnership activity will assist continuity.

Data Protection, Digital and Cyber Security, Human Resources, Safeguarding, Crime and Disorder and Tenant Consultation

3.6 No direct implications have been identified for these areas from the recommendations in this report.

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

None

Department for Transport

From the Parliamentary
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Cllr Paul Peacock
Castle House,
Great North Road,
Newark,
Notts,NG24 1BY

30 June 2026

Dear Paul,

Re: Defence Investment Plan contribution by the Department for Transport.

You will have received a letter from No.10 today following the Prime Minister's announcement this morning on the Defence Investment Plan (DIP). I wanted to follow up on that letter with more detail.

I've just returned from the front bench in the House of Commons, where I joined the Secretary of State for Defence in presenting the DIP.

The DIP contains an increase in defence funding from £54 billion a year under the previous government to almost £80 billion a year by 2029, and will see the UK's defence spending increase to 2.7% of GDP.

This means that by the end of the decade, the proportion of GDP spent on defence will now be higher than at any time during the last thirty years and puts the UK on track to meet NATO's defence spending targets by 2035. The major spending uplift will also create nearly 60,000 extra direct and indirect UK industry jobs by the end of the decade, taking forecasted defence spending-related jobs supported in the UK to more than half a million.

When the Prime Minister asked the Department to identify possible savings to fund the DIP, including from our roads budget, we felt it was our responsibility to put the defence of the nation first. I am proud that the Department of Transport has been able to play our role in enabling this record investment which puts the security of the British public first, transforming our Armed Forces and giving them the funding and equipment they need to fight and defend our nation. But these weren't easy decisions to make.

The Department has protected key areas of spend, including funding to local authorities to mend potholes and repair their roads. And the Department has not touched support for bus or rail services, including for Northern Powerhouse Rail.

The priority has been to protect those areas of roads spend that have the greatest impact on those who use roads every day, as well as spend which is contractually committed.

To support the request from No10, the Department will:

- consult shortly on potential funding reductions to the third Road Investment Strategy (RIS3). This includes potential cancellations of the A38 Derby Junctions and A46 Newark Bypass schemes, and also potential limited reductions to other areas of as yet uncommitted spend by National Highways. The actual changes will depend on the outcome of the consultation.
- Make limited reductions in other areas of roads funding, over and above the possible changes to RIS3, on which the Department will say more shortly.

I recognise this will be disappointing news, but it was clear that the Prime Minister saw this cross-Government action was necessary in order to fully fund an investment plan.

Department for Transport officials will be in contact shortly to engage with you on the consultation. The Department will ensure that it consults appropriately on the changes, as required by the legislation, and will not make a final decision on any variation to RIS3 until after that process has concluded. As part of this, the Department will consider the schemes' value for money as well as their impacts on housing, growth, deliverability and other factors.

The Department for Transport will be consulting on the possible cancellation of the two schemes specifically because it is prioritising those already in construction or due to start construction in the near future. The two schemes are not in contract and are not as far progressed as the other enhancement schemes set out in RIS3. The Department has therefore proposed to consult on removing them from the programme. I should stress that no final decision has been taken.

The East Midlands region has benefited from, and will continue to benefit from, significant transport investment. Work is underway on the delivery plans for the A52 Nottingham Junctions scheme for completion in the next five years. RIS3 also includes the major reconstruction of the A46 from Six Hills to Widmerpool, south of Nottingham, providing a smoother and safer journey for all those who rely on it.

The Department has also given significant new devolved transport funding to the East Midlands. The East Midlands has had a Transport for City Regions settlement of around £2 billion, up to 10 per cent of which can be used for schemes that increase road capacity. This should enable the Mayor to support improvements to the roads in the region.

The Major Road Network programme also includes support for a number of transformative road enhancement schemes in the East Midlands. These include the A511 growth corridor scheme in Leicestershire; improvements to a number of junctions along the A614 and A6097; the North Hykeham Relief Road which will effectively form a ring-road around Lincoln; and the recently opened Melton Mowbray Eastern Distributor Road.

East Midlands Combined County Authority has also received £6m revenue as part of the Department for Transport's Better Connected – a strategy for integrated transport, to deliver a national demonstrator of integrated rural transport in the Hope Valley (Derbyshire).

Nevertheless, I appreciate today's news about roads funding is disappointing. The Department for Transport will say more shortly on next steps, particularly on its approach to consulting on the possible changes to RIS3. My officials stand ready to brief yours on next steps.

Yours sincerely,

[redacted]

SIMON LIGHTWOOD MP
MINISTER FOR ROADS AND BUSES

NEWARK & SHERWOOD DISTRICT COUNCIL

The Rt Hon Heidi Alexander MP
Secretary of State for Transport
House of Commons
London SW1A 0AA

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via email: heidi.alexander.mp@parliament.uk

8 July 2026

Dear Secretary of State

A46 Newark Bypass – Proposed Cancellation and the Need for Immediate Reconsideration

I am writing on behalf of Newark and Sherwood District Council to express my profound disappointment and frustration at both the substance of the Government's recent announcement regarding the A46 Newark Bypass and the manner in which it was communicated.

Firstly, I must place on record how unacceptable it was that local and regional leaders learned of the proposed cancellation of the A46 Newark Bypass with virtually no notice and no meaningful consultation. The Mayor of the East Midlands, Claire Ward, was informed only moments before the news became public, leaving no opportunity for engagement, discussion or consideration of the wider implications for our communities, businesses and regional economy. This approach falls far short of the partnership that Government should be demonstrating towards local and regional leaders, particularly when decisions affect the future prosperity of an entire region.

The A46 Newark Bypass is not simply another road scheme. It is a nationally significant infrastructure project that has been many years in the making. It has secured an approved Development Consent Order late last year and was announced as funded and committed as part of the Road Investment Strategy 3 (RIS3) as recently as March this year.

The project has unparalleled support from local authorities, highway authorities, businesses and political leaders across party lines. From the Humber Ports to Tewkesbury, organisations have stood shoulder-to-shoulder in recognising the critical importance of addressing one of the most significant bottlenecks on the country's strategic road network. The scheme is widely regarded as the number one transport priority for the East Midlands.

I acknowledge and welcome the statement from Government that no final decision has yet been taken and that a consultation process will follow. I must stress that the case for this scheme has never been stronger. The East Midlands has suffered chronic underinvestment in transport infrastructure for decades. Regional evidence demonstrates that transport spending in the East Midlands remains substantially below the national average, despite the region's significant contribution to the UK economy.

Anyone who regularly uses the A46 experiences the reality every day: severe congestion, lengthy delays, unreliable journey times, pressure on local roads and growing constraints on economic activity. Without the bypass, these issues will continue to worsen. Residents will face ongoing disruption, businesses will continue to experience lost productivity, and opportunities for investment and growth across Newark, Nottinghamshire, Lincolnshire and the wider East Midlands will be unnecessarily constrained. The argument that the East Midlands should lose one of its most important infrastructure investments at precisely the moment when Government is pursuing growth, productivity and housing delivery is deeply concerning.

Let me therefore be clear, Newark and Sherwood District Council will not quietly accept the loss of this scheme. We will continue to work closely with the Mayor of the East Midlands, East Midlands Councils, the Greater Lincolnshire Mayor, Nottinghamshire County Council, Lincolnshire County Council, our Members of Parliament and partners across industry to make the strongest possible case for its retention and delivery. We are committed to speaking with one voice and ensuring Government fully understands the local, regional and national consequences of abandoning this project. Our objective is not merely to preserve the scheme in principle. We are seeking a clear commitment that the A46 Newark Bypass will remain within the RIS3 plans and be delivered at the earliest possible opportunity during the RIS3 period. Anything less risks condemning another generation of residents and businesses to suffer avoidable congestion, reduced productivity and constrained growth.

Finally, the Mayor of the East Midlands is seeking a meeting with Ministers which we fully support and would be willing to host in conjunction with the Mayor. We look forward to engaging constructively through the consultation process.

Yours sincerely

[redacted]

Councillor Paul Peacock
Leader of the Council

cc Claire Ward, Mayor of the East Midlands
Simon Lightwood MP, Minister for Roads and Buses

NEWARK & SHERWOOD DISTRICT COUNCIL

Report to: Cabinet Meeting: 21 July 2026

Portfolio Holder: Councillor Paul Taylor, Public Protection & Community Relations

Director Lead: Jenny Walker, Communities & Environment

Lead Officer: Andrew Weaver, Senior Enforcement Officer

Report Summary	
Type of Report	Open Report / Non-key Decision
Report Title	Amendment to Fixed Penalty Notice Charges
Purpose of Report	To request an update to our fixed penalty charges in line with the Government's stance on Waste Crime/ASB and to include a new fixed penalty charge.
Recommendations	That Cabinet: a) adopts a new fixed penalty notice for household waste duty of care in Section 2.6; b) adopts revised tariffs provided in Section 2.7; and *c)* publicises the revised tariffs on the Council's website
Alternative Options Considered	To make no changes to the current FPN tariff
Reason for Recommendations	This aligns with the Community Plan ambition to reduce opportunities for crime and anti-social behaviour by reviewing infrastructure and encouraging behavioural change across the district, with the aim of improving feelings of safety.

1.0 Background

1.1 Fixed Penalty Notices (FPNs) are a long-established enforcement tool used by local authorities to address environmental offences and certain forms of anti-social behaviour (ASB). An FPN is not a criminal fine; it is an offer to discharge liability for an offence by paying a set amount, thereby avoiding prosecution. Where an FPN is not paid, the Council may consider further formal action, including prosecution, work in default, or court orders, where relevant to the offence.

1.2 Government guidance recognises FPNs as a valuable and proportionate alternative to prosecution, and their use has expanded across multiple pieces of legislation. The Environmental Offences (Fixed Penalties) (England) Regulations 2017 introduced a national framework giving councils discretion to set fines within national upper limits, supporting transparent and consistent local policies. In 2023, the Environmental Offences (Fixed Penalties) (Amendment) (England) Regulations increased the maximum penalties available for several key offences, enabling councils to take a tougher approach where appropriate.

1.3 The 2023 Regulations amend the Environmental Offences (Fixed Penalties) (England) Regulations 2017 and the Environmental Protection Act 1990 to increase the national upper limits for fixed penalties. The upper limits have increased to:

- **Littering, graffiti and flyposting from £150 to £500;**
- **Household waste duty of care from £400 to £600;**
- **Fly-tipping from £400 to £1,000.**

1.4 Environmental offences such as littering, graffiti, flyposting and fly-tipping can harm local amenity, generate avoidable clean-up costs, and undermine public confidence. FPNs provide an effective and visible response and a lower cost alternative to prosecution, allowing offenders to discharge liability by payment.

1.5 National evidence shows these offences remain a significant and rising burden for communities and local authorities; the increased upper limits therefore provide an opportunity to review local tariffs, so they remain proportionate, credible and aligned with Government's expectation of a tougher approach to waste crime and ASB.

1.7 The Council's priorities include providing a safe and clean place that residents, businesses and visitors can enjoy. This aligns with the Community Plan ambition to reduce opportunities for crime and anti-social behaviour by reviewing infrastructure and encouraging behavioural change across the district, with the aim of improving feelings of safety. Alongside information, advice and education, proportionate enforcement is necessary to tackle irresponsible behaviour that impacts other people and the environment. DEFRA guidance ("Fixed Penalty Notices: Issuing and Enforcement by Councils") expects councils to publish an enforcement approach that clearly sets out:

- The offences included in the FPN scheme
- The penalty level for each offence (including any early payment discount)
- How FPNs will be issued, recorded and enforced (including non-payment and appeals)
- How the approach will deal with juvenile offenders
- How FPN receipts will be used

The table below sets out our current Fixed Penalty Notice (FPN) tariffs.

Offence	Current penalty	Early Payment
Littering	£150	£75
Littering from vehicles (outside London)	£150	£75
Public Space Protection Orders	£100	£75
Graffiti	£150	£75
Flyposting	£150	£75
Community Protection Notice	£100	£75
Exposing vehicles for sale on a road	£100	No early payment
Abandoning a vehicle	£200	£120
Fly-tipping	£400	£200
Failure to produce a waste transfer note	£300	£150
Failure to produce Waste Carrier Licence	£300	No early payment

2.0 Proposal/Options Considered

2.1 Although the Government has increased the maximum permissible FPN levels for a number of environmental offences, it is proposed that the Council retains the majority of its existing tariff structure and applies revised levels only where this is justified by operational experience and enforcement need. It is therefore proposed that the tariff for fly-tipping is increased to the statutory maximum of £1,000 and that a separate household waste duty of care tariff is introduced at £400. This approach is consistent with the revised national framework established by the Environmental Offences (Fixed Penalties) (Amendment) (England) Regulations 2023. All other fines will remain at existing levels, pending further review at a later date.

2.2 The proposed revision reflects the continued increase in fly-tipping and wider waste crime nationally, including the unlawful deposit of larger quantities of processed waste, which carries significant environmental, financial and amenity impacts. The adoption of a higher fly-tipping tariff, together with a distinct duty of care penalty, provides a clearer and more proportionate enforcement framework, enabling the Council to distinguish between the principal offender, failures of household duty of care, and lower-level incidents where education or alternative enforcement powers may be more appropriate. The proposed approach is also broadly aligned with the position now being adopted by many local authorities following the 2023 changes to the national penalty framework.

2.3 When considering any revision to Fixed Penalty Notice (FPN) tariffs, due regard has been given to the Council's Corporate Enforcement Policy, ensuring that any changes are proportionate, consistent, recoverable and effective in achieving compliance while remaining reasonable in their financial impact.

It is proposed that any adjustment to FPN levels maintains an appropriate balance between deterrence and affordability.

This approach ensures that penalties remain:

- Proportionate to the offence, in line with enforcement policy principles
- Effective in securing compliance and deterring repeat offending
- Consistent in their application by officers using the set scales
- Recoverable, thereby minimising escalation to court proceedings and reducing associated administrative burdens

Setting tariffs at an appropriate level supports a consistent and credible enforcement regime, ensuring that penalties are neither excessive nor ineffective.

The total FPNs issued for 2025/2026 was 226 FPNs, 154 FPN's were issued for fly tipping.

The number of FPNs issued for Fly-tipping in quarter 4 2025/2026 – 47 FPNs

2.4 It is proposed that, for individuals under the age of 18, restorative justice interventions are adopted in place of Fixed Penalty Notices where appropriate, such as litter-picking and graffiti removal.

This approach reflects the Council's commitment to:

- Early intervention and prevention, addressing the underlying causes of offending behaviour
- Proportionality, recognising the limited financial means of young persons
- Positive behavioural change, through education and engagement rather than financial penalty

The use of restorative measures aligns with wider youth justice principles and supports long-term compliance, whilst maintaining accountability.

2.5 The previous fly-tipping tariff of £400, reduced to £200 for early payment, could in some cases be absorbed as an operational cost by those engaged in unlawful waste disposal, thereby reducing its deterrent effect. There is anecdotal evidence of offenders paying fines on behalf of others in exchange for their silence. Increasing the penalty may therefore encourage greater cooperation with investigatory efforts. We are aware of this as some customers have been open with us and stated the offender has given the FPN cost to them to pay.

2.6 This change is supported by the introduction of a distinct household waste duty of care tariff. This carries a lower charge than the fly-tipping offence and can be applied in the following circumstances:

- Where fly-tipped waste can be traced back to an individual who is found to have failed to take reasonable steps to ensure that they transferred the waste to an authorised person.
- Where an unauthorised carrier is found to be carrying household waste that was directly transferred to them by the occupier of a domestic property.
- Where an individual is found to have transferred their household waste to an unauthorised person at a site that does not have a permit or exemption allowing them to receive waste.

The introduction of the Duty of Care FPN is intended to further encourage householders to provide details of the person responsible for the unlawful deposit of their waste, thereby improving the Council's ability to identify and act against the principal offender. Under previous legislation, local authorities were allowed to set a fine under legislation between £150 and £400 with a minimum discounted penalty of £120. New legislation from 31st July 2023 has enabled the fine to be increased to a maximum of £600. FPNs should not be given where prosecution through the courts is more appropriate.

The revised tariff structure provides a more proportionate sliding scale, with the highest penalty reserved for the actual fly-tipper, a lower penalty applied in household waste duty of care cases involving more than one bag of waste, and lower-level incidents capable of being addressed through littering powers or education where appropriate.

All income received from FPNs is ringfenced and applied to education, deterrence and related initiatives to reduce environmental crime, including projects such as target hardening, trail cameras and the Farndon underpass graffiti initiative.

Alongside enforcement, the Council's bulky waste collection service provides residents with an accessible and cost-effective lawful disposal route for larger household items. The service represents excellent value for money and supports the right disposal of waste, helping householders to comply with their duty of care while reducing the risk of waste being passed to unauthorised carriers or deposited unlawfully. It is the cheapest bulky waste collection service of all the Nottinghamshire local authority areas.

	1st item	2nd item	Total	Notes
NSDC	£14.00	£7.50	£21.50	
Ashfield		£25.00	£25.00	1 item for 19 or 2-3 for 25
Nottingham City	£26.00		£26.00	Up to 6 items collected
Mansfield		£29.00	£29.00	1 item for 16 or 2-3 for 29
Bassetlaw	£19.00	£13.00	£32.00	
Broxtowe	£24.00	£11.00	£35.00	
Rushcliffe	£25.80	£12.80	£38.60	
Gedling	£26.00	£13.00	£39.00	

Accordingly, the proposed tariff structure is proportionate, evidence-informed and operationally effective, strengthening deterrence in relation to the most serious waste offences while providing officers with a clearer basis for the exercise of enforcement discretion. The proposals:

- Reflect the seriousness of the offence and the degree of offender culpability.
- Remain consistent with the statutory framework and the emerging practice of other local authorities.
- Support improved disclosure of offender details and strengthen the evidential basis for enforcement action; and
- Support the continued reinvestment of FPN income into prevention, education and enforcement activity aimed at reducing environmental crime.

2.7 Subject to approval, the revised tariff structure will come into effect from 1 October 2026.

The proposed new tariffs are:

Offence	**Legal Default**	**NSDC Proposed**		**NSDC Current**	
		Penalty	**Early Payment**	**Penalty**	**Early Payment**
Littering	£500	£150	£75	£150	£75
Littering from vehicles outside London	£500	£150	£75	£150	£75
Public Space Protection Orders	£100	£100	£75	£100	£75
Graffiti	£500	£150	£75	£150	£75
Flyposting	£500	£150	£75	£150	£75

Community Protection Notice	£100	£100	£75	£100	£75
Exposing vehicles for sale on a road	£100	£100	No early payment	£100	No early payment
Abandoning a vehicle	£200	£200	£120	£200	£120
Fly-tipping	£1,000	£1,000	£600	£400	£200
Duty of Care (S34) (New)	£600	£400	£200	N/A	N/A
Failure to produce a waste transfer note	£300	£300	£150	£300	£150
Failure to produce Waste Carriers Licence	£300	£300	No early payment	£300	No early payment

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	N/A
Human Resources	N/A	Human Rights	N/A
Legal	Yes	Data Protection	Yes
Digital & Cyber Security	N/A	Safeguarding	Yes
Sustainability	N/A	Crime & Disorder	Yes
LGR	N/A	Tenant Consultation	N/A

Legal implications LEG2627/7696

3.1 The report sets out the relevant legislation, guidance and specifically the caps on the level of fines which can be imposed. FPNs are an accepted means of discharging liability to deal with small scale environmental crime and have been used by the Council, in accordance with national legislation and corporate policy, for a number of years.

As the proposed FPN level changes are made in accordance with legislation, no consultation is considered necessary. The introduction of the new adopted penalty changes should be advertised to the wider community through news releases, social and web media, and inclusion in future environmental campaigns.

Income from FPNs should be used in accordance with legislation and has to be spent on specified functions relating to, littering, graffiti, flyposting, litter and refuse (including keeping land and highways clear of litter and refuse, and enforcement against littering and littering from vehicles). This may include spending on communications and education to abate littering, or on the provision of bins and other street litter disposal infrastructure.

FPNs are not appropriate for repeat offenders or those responsible for large-scale environmental offences, the offences involving hazardous waste (such as asbestos) and those who are non-compliant. These types of offences will continue to be enforced by prosecution in line with the Corporate Enforcement Policy. The council is also under no obligation to offer an individual or business a FPN and retains the right to prosecute for all offences regardless of the type or size.

Financial Implications FIN26-27/1002

3.2 The proposed revisions to the Fixed Penalty Notice (FPN) tariff structure are expected to have a broadly neutral to positive financial impact. Increasing the fly-tipping penalty and introducing a new household duty of care offence may generate additional income in the short term; however, all receipts are ringfenced and must be reinvested into environmental enforcement, education, and prevention activities in accordance with legislation. The revised penalties are intended to better reflect the true costs of investigating and clearing environmental offences, potentially improving cost recovery and reducing the financial burden on the Council.

There may be minor one-off costs associated with implementing the changes, including updates to systems, staff training, and communications. Over time, if the revised tariffs act as an effective deterrent, the Council may benefit from reduced clean-up and enforcement costs, although this could also result in lower FPN income. The proposals are expected to be delivered within existing resources and are not anticipated to create significant additional staffing or budget pressures.

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