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**Wednesday, 23 March 2022**

**Chairman: Councillor D Lloyd  
Vice-Chairman: Councillor K Girling**

**Members of the Committee:**

**Councillor Mrs R Holloway  
Councillor R Jackson  
Councillor P Peacock  
Councillor T Wendels  
Councillor R White**

**Substitute Members:**

**Councillor L Brazier  
Councillor N Mison  
Councillor M Skinner**

**MEETING: Policy & Finance Committee**

**DATE: Thursday, 31 March 2022 at 6.00 pm**

**VENUE: Civic Suite, Castle House, Great North Road,  
Newark, Notts 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](mailto:nigel.hill@newark-sherwooddc.gov.uk).**



## **AGENDA**

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None.	
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18. Exclusion of the Press and Public

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.



## NEWARK AND SHERWOOD DISTRICT COUNCIL

Minutes of the Meeting of **Policy & Finance Committee** held in the Civic Suite, Castle House, Great North Road, Newark, Notts NG24 1BY on Thursday, 17 March 2022 at 6.00 pm.

PRESENT: Councillor D Lloyd (Chairman)

Councillor Mrs R Holloway, Councillor R Jackson, Councillor P Peacock and Councillor T Wendels

APOLOGIES FOR ABSENCE: Councillor K Girling (Vice-Chairman) and Councillor R White (Committee Member)

### 320 DECLARATIONS OF INTEREST BY MEMBERS AND OFFICERS AND AS TO THE PARTY WHIP

Councillor R Jackson declared a non-registerable interest in Agenda Item No. 9 – Newark Gateway Update – as Chairman of the Newark Showground.

Councillor T Wendels declared a non-registerable interest in Agenda Item Numbers 10, 13 and 14 – Redevelopment of Stodman Street, Newark and Loan to Arkwood Developments Limited - as a Director of Arkwood Developments Limited.

### 321 DECLARATIONS OF INTENTION TO RECORD THE MEETING

The Chairman advised that the proceedings were being audio recorded and live streamed by the Council.

### 322 MINUTES OF THE MEETING HELD ON 21 FEBRUARY 2022

The minutes from the meeting held on 21 February 2022 were agreed as a correct record and signed by the Chairman.

### 323 NEWARK TOWNS FUND UPDATE

The Director – Planning & Growth, presented a report which provided an update on the Newark Town Deal and identified Towns Fund Priority Projects. The report gave a summary of progress on the Construction College; 20 Minute Town and the Newark Southern Link Road (SLR).

In respect of the SLR, it was noted that the Council signed a Memorandum of Understanding with the government to access the Levelling Up Grant. This provided agreement with the Council to provide funds across the financial years to 2023/24 which aligned with the associated activity to implement the scheme. This funding was accompanied by a governance process to oversee spend, the details of which were set out in Appendix A to the report.

AGREED (unanimously) that:

(a) the update provided be noted; and

- (b) the proposed Governance arrangements for managing public grant received for the Newark Southern Link Road (SLR), as detailed at Appendix A to the report, be approved.

Reason for Decision

To continue the development of the Newark Towns Strategy and Investment Plan.

324 CASTLE GATEHOUSE PROJECT UPDATE

The Town Investment Project Manager presented a report which updated Members on the progress of the Castle Gatehouse project and which sought approval for the Outline Business Case to be progressed into a Summary Document and, subject to assurance, submitted to the Department of Levelling Up, Housing & Communities in order to draw down the funds.

The report set out the objectives for the redevelopment project and next steps with estimated costs, including the detail of if the bid to the National Heritage Lottery Fund were to be successful.

AGREED (unanimously) that:

- (a) the progress and next steps of the Castle Gatehouse project be noted;
- (b) the Committee approve, subject to assurance from the Council's Section 151 Officer (informed by Quod Consulting), that the Outline Business Case be progressed to a Summary Document for submission to DLUHC for the drawdown of funds; and
- (c) delegated authority be given to the Council's Section 151 Officer to assure any Full Business Case developed upon the receipt of a fully funded Castle Gatehouse scheme.

Reason for Decision

To allow the delivery of the Castle Gatehouse programme and associated benefits and outputs for the wider community.

325 THE CULTURAL HEART OF NEWARK PROJECT

The Director - Planning & Growth presented a report which updated Members on the progress of the Cultural Heart of Newark project within the Newark Towns Fund. The report sought approval for the Outline Business Case to be progressed into a Summary Document and subject to assurance, submitted to the Department of Levelling Up, Housing and Communities in order to draw down the funds and develop a Full Business Case (FBC) in 2022/2023. Through activity infrastructure and where possible public realm enhancement, the project intended to drive town centre regeneration through an enhanced and new events programme led by Newark Town Council.

Subject to approval, the project had been allocated a budget of £2.1m from the Newark Town Deal comprising £1.5m capital investment and £600k for revenue costs distributed over three financial years. The report outlined next steps in partnership with the Town Council to deliver the project.

AGREED (unanimously) that:

- (a) delegated authority be given to the Council's Section 151 Officer (informed by Quod Consulting) for approval of the Outline Business Case and progression of a Summary Document for submission to DLUHC for the drawdown of funds; and
- (b) delegated authority be given to the Council's Section 151 Officer to assure the Full Business Case when completed.

Reason for Decision

To progress the project towards Full Business Case in 2022/2023.

326 NEWARK GATEWAY UPDATE

The Director - Planning & Growth presented a report which provided an update on the Newark Gateway site, including the International Air & Space Training Institute (IASTI©) and SiScLog Towns Fund projects.

In respect of the IASTI©, it was reported that terms had now been agreed between the Council and Lincoln College Group for a long lease of part of the former livestock market. Details of the terms were detailed in the exempt appendix to the report. It was noted that the IASTI© could proceed subject to this land deal and development of the full business case, as it was not reliant on or materially affected by the A46 Newark Northern Bypass considerations.

The report also provided an update in respect of the A46 preferred route announcement and the impact on the current lorry park to the degree to which this could facilitate relocation. It was noted that the current preferred site remained the Newark Showground. The Committee also noted that the preferred route announcement had affected the timetable for the SScLog project. The revised timetable was detailed in the report. The report also advised that there remained a third party who were interested in re-establishing a livestock market in Newark but a deliverable site was still to be identified.

AGREED (unanimously) that:

- (a) the progress and next steps for the Newark Gateway be noted; and
- (b) the addition of £500,000 to the Capital Programme to release to the Lincoln College Group as seedcorn funding to progress the IASTI project through RIBA stages 3 and 4, to be funded from Towns Fund allocation, be approved on the signing of an appropriate grant funding agreement.

### Reason for Decision

To continue the development the Newark Towns Strategy and Investment Plan.

#### 327 REDEVELOPMENT OF 32 STODMAN STREET, NEWARK

The Business Manager – Economic Growth and Visitor Economy presented a report which updated Members on the progress of the 32 Stodman Street, Newark, redevelopment scheme, including the Green Book compliant Full Business Case. The report also sought approval for the appropriate disposal route and to progress the development to construction phase. Given the commercial sensitivities, the redacted figures and statements in the report were referenced in the exempt appendix.

The report set out the background information to the site and how the Council acquired ownership in since late March 2020 given the lack of commercial interest. In July 2020 the Newark Town Board proposed that the project to repurpose the building to provide commercial and retail units alongside new residential property, be put forward as one of ten priority projects as part of the Town Deal. Following the awarding of funding a full business case had now been completed and the key delivery and regeneration points were detailed in the report.

It was considered that the Council was now in sufficient receipt of information and regulatory approvals to be able to select its preferred disposal route and party, which was recommended to be a direct sale to Arkwood Developments on the basis of an Agreement to Lease prior to the commencement of development alongside a Lease which commits Arkwood to purchasing all of the residential units for an agreed purchase price upon practical completion.

AGREED (unanimously) that:

- (a) the exclusive disposal of 32 Stodman Street to Arkwood Developments Ltd. via an Agreement to Lease and Lease disposal route as detailed above, for the consideration of £[REDACTED], be approved subject to planning;
- (b) delegated authority be given to the Chief Executive to negotiate timings of receipts, and conclude other terms in consultation with the Monitoring Officer, Deputy Section 151 Officer and Business Manager for Corporate Services; and
- (c) subject to (a and b) above, the commencement of the commissioning process to appoint contractors to build out the redevelopment proposals within the capital funding envelope of £9.068m be approved

### Reason for Decision

To allow the progression of the redevelopment of 32 Stodman Street, Newark.

(Having declared an interest, Councillor T Wendels left the meeting prior to the consideration of this item and for the remainder of the business at the meeting).

328 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 Part 1 of Schedule 12A of the Act.

329 NEWARK GATEWAY UPDATE - EXEMPT APPENDIX

The Committee considered the exempt appendix in relation to the Newark Gateway Update.

(Summary provided in accordance with Section 100C(2) of the Local Government Act 1972).

330 REDEVELOPMENT OF 32 STODMAN STREET, NEWARK

The Committee considered the exempt report in relation to the redevelopment of 32 Stodman Street, Newark.

(Summary provided in accordance with Section 100C(2) of the Local Government Act 1972).

331 LOAN TO ARKWOOD DEVELOPMENTS LIMITED

The Committee considered the exempt report in relation to the loan to Arkwood Developments Limited.

(Summary provided in accordance with Section 100C(2) of the Local Government Act 1972).

Meeting closed at 6.57 pm.

Chairman

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

## POLICY & FINANCE COMMITTEE

31 MARCH 2022

### ANNUAL REVIEW OF EXEMPT ITEMS

#### **1.0 Purpose of Report**

1.1 To provide the Policy & Finance Committee with a list of the exempt business considered by the Committee for the period May 2020 to date. Included are reports which have previously been presented by had remained confidential at that time.

#### **2.0 Background Information**

2.1 The Councillors' Commission at their meeting held on 25 September 2014 proposed a number of changes in respect of exempt information, one of which being that 'the Committees undertake an annual review of their exempt items at their last meeting prior to the Annual Meeting in May'. This was ratified by the Council on 14 October 2014.

2.2 Members will also be aware that the Council agreed a review mechanism for exempt items which was incorporated into the Access to Information Procedure Rules. Rule 18 provides Members with a mechanism to request a review of exempt information with a view to this being released into the public domain should there be substantive reasons to do so.

#### **3.0 Proposals**

3.1 The following table provides the exempt business considered by the Policy & Finance Committee for the period May 2020 to date. Members will note that the view of report authors of the status of all reports considered during this period.

<b>Date of Meeting</b>	<b>Agenda Item</b>	<b>Exempt Paragraph</b>	<b>Opinion of Report Author as to current status of the report</b>
24.09.20	Litigation Matter <i>(Sue Bearman)</i>	3 & 5	Information to remain confidential
	Telephony & Call Centre Solutions <i>(Dave Richardson)</i>	3	Information to remain confidential – commercially sensitive
26.11.20	Development of the Former Robin Hood Hotel <i>(Nick Wilson)</i>	3	Information to remain confidential – commercially sensitive
	Newark Towns Fund <i>(Matt Lamb)</i>	3	Information to remain confidential – commercially sensitive
	Urgency Item – Minute of Decision Next Steps Accommodation Programme <i>(Suzanne Shead)</i>	3	No longer considered exempt, can be released into the public domain
21.01.21	Litigation Matter <i>(Sue Bearman)</i>	5	Information to remain confidential
	Former Robin Hood Hotel <i>(Nick Wilson)</i>	3	Information to remain confidential – commercially sensitive

21.01.21	Arkwood Development Ltd. – Loan Agreement (Sue Bearman)	3	Information to remain confidential
01.04.21	Places to Ride Application Funding (Richard Huthwaite)	3	Information to remain confidential
	Stodman Street Delivery Vehicle (Neil Cuttell)	3	Information to remain confidential
24.06.21	Land to the South Side of Moor Lane, South Clifton (Lisa Hughes)	2 & 5	No longer considered exempt, can be released into the public domain
	Newark Towns Fund Update – Newark Gateway Redevelopment (Matt Lamb)	3	Information remains confidential – commercially sensitive
23.09.21	Proposed Acquisition of Section 106 Housing – Southwell (Appendix) (Jill Sanderson)	3	Information remains confidential – commercially sensitive
	Housing, Health & Wellbeing Business Unit Restructure (Matt Lamb)	4	Information to remain confidential
	Transfer of Southwell Leisure Centre (Matt Finch)	3	Information to remain confidential
	London Road Car Park (Neill Cuttell)	3	No longer considered exempt, can be released into the public domain
27.01.22	Possible Purchase of Land – Bowbridge Road, Newark (Matt Lamb)	3	Information remains confidential – commercially sensitive
	Disposal of Land at Lowfield Lane, Balderton (Nick Wilson/Mark Eyre)	3	Information remains confidential – commercially sensitive

#### 4.0 RECOMMENDATION

**That the report be noted with those items which are no longer considered as exempt being released into the public domain.**

#### Reason for Recommendation

**To advise Members of the exempt business considered by the Policy & Finance Committee for the period May 2020 to date and those items which can now be released into the public domain.**

#### Background Papers

Nil

For further information please contact Nigel Hill, Business Manager – Elections & Democratic Services on Ext: 5243.

John Robinson  
Chief Executive



## POLICY & FINANCE COMMITTEE

31 MARCH 2022

### WORKFORCE DEVELOPMENT STRATEGY

#### **1.0 Purpose of Report**

1.1 To ask Members to support the Workforce Development Strategy.

#### **2.0 Background Information**

2.1 The Council does not currently have a Workforce Plan and this document seeks to address this.

#### **3.0 Proposals**

3.1 The Workforce Development Strategy is attached as **Appendix A**. It outlines how we will develop our workforce to ensure we are able to meet the changing demands that are likely to be placed upon us over the next five years. To ensure that we can continue to provide quality services. In order to achieve this, we need to understand the makeup of our current workforce and anticipate our future business needs so that we can develop our approach to meet those ever changing demands.

3.2 This is a high level document which anticipates where change may be required. It has been developed by using a range of data sets, meaning it is evidence based, and it is supported by a 3 year action plan.

3.3 However, our operating environment is constantly changing, as we are continuously influenced by external changes, challenges and developments. Therefore, as we work through the action plan we will consider how we can, at all levels of the business, adapt quickly and embrace change by listening to the experiences of our staff and regularly reviewing our plans.

3.4 Our workforce is our greatest asset. Our employees are at the heart of everything we do so it is imperative that they are motivated, engaged and high performing. In order to achieve this we must ensure that we have the right people, with the right skills in the right place so that we can continue to “serve people and improve lives”. To deliver against this promise we need to develop our approach in the following five areas:

3.5 The strategy covers the following main areas:-

- **Current Profile** - Understanding our starting position by reviewing the data we already hold to set the scene for the changes we need to make.
- **Knowing our Workforce** - How we understand the views and experiences of our employees by gathering data such as surveys and forums on how staff feel and performance data so that we can understand what they need from us to deliver the best services they can.

- **Recruitment** - How we advertise and attract during recruitment is key to ensuring we employ the right people. Providing an effective induction programme for all our new recruits is also key as it sets the relationship off to the best start by providing an excellent first impression and helps us embed our values in everything we do.
- **Retention** - We need to work to retain quality staff by ensuring they are supported, invested in, listened to, valued and treated consistently and fairly.
- **Our Role as an Employer in the Community** - As an organisation we are a significant local employer, with over 500 employees, as such we have an excellent story to tell and a role to play in the community as both an advocate for work in local government and as a supporter of local talent through programmes such as the apprenticeships and traineeship

#### **4.0 Equalities Implications**

- 4.1 All elements of the Workforce Development Strategy have a strong commitment to inclusion, equality and diversity. The strategy is a high level document and each element of the work running from this will have proper regard to equalities implications for the workforce.
- 4.2 The strategy has already identified that it needs to deliver organisation wide training in equality and diversity which will be implemented within the first year of the strategy, it has further identified gaps in data which help us understand how representative we are as a workforce and the new HR data system will rectify this.

#### **5.0 Digital Implications**

- 5.1 There are no specific digital implications from the strategy. However, some elements of the action plan do have digital implications and as such the Business Manager - ICT will be appropriately consulted as these are developed.

#### **6.0 Financial Implications**

- 6.1 There are no specific financial implications for the strategy. Elements relating to a new HR system and training and development are currently budgeted for. It is not envisaged that any additional budget will be required to deliver the strategy.

#### **7.0 RECOMMENDATION**

**That Members support the Workforce Development Strategy.**

#### **Reason for Recommendation**

**To ensure a robust and strategic approach is taken to workforce development.**

Background Papers - Nil

For further information please contact Sarah Lawrie – Business Manager - HR & Training on Ext. 5447.

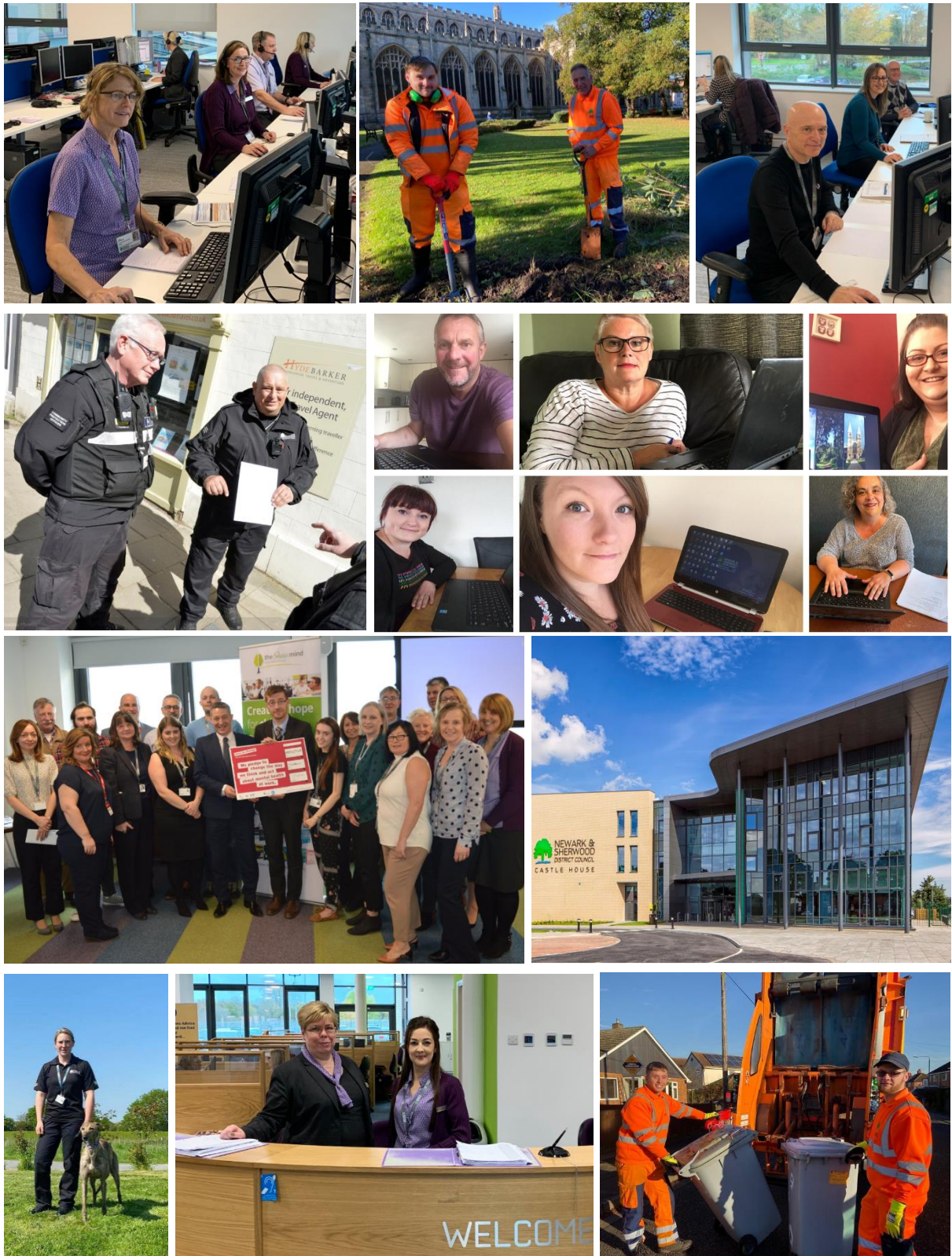
Deborah Johnson  
Director - Customer Services & Organisational Development

# Workforce Development Strategy

January 2022 to December 2027



Strategy owned by HR & Training



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## Aim of the Strategy

This workforce development strategy outlines how we will develop our workforce to ensure we are able to meet the changing demands that are likely to be placed upon us over the next five years. To ensure that we can continue to provide quality services. In order to achieve this, we need to understand the makeup of our current workforce and anticipate our future business needs so that we can develop our approach to meet those ever changing demands.

This is a high level document which anticipates where change may be required. It has been developed by using a range of data sets, meaning it is evidence based, and it is supported by a 3 year action plan. This action plan outlined the activities and projects which will deliver of the changes outlined in the strategy.

However, our operating environment is constantly changing, as we are continuously influenced by external changes, challenges and developments. Therefore, as we work through the action plan we will consider how we can, at all levels of the business, adapt quickly and embrace change by listening to the experiences of our staff and regularly reviewing our plans.

## Introduction

Our workforce is our greatest and most costly asset. Our employees are at the heart of everything we do so it is imperative that they are motivated, engaged and high performing. In order to achieve this we must ensure that we have the right people, with the right skills in the right place so that we can continue to “serve people and improve lives”. To deliver against this promise we need to develop our approach in the following five areas:

### **Current Profile**

We need to know and understand our starting position by reviewing the data we already hold to set the scene for the changes we need to make.

### **Knowing our Workforce**

We need to make decisions based on the views and experiences of our employees by gathering data such as surveys and forums on how staff feel and performance data so that we can understand what they need from us to deliver the best services they can.

### **Recruitment**

How we advertise and attract during recruitment is key to ensuring we employ the right people. Providing an effective induction programme for all our new recruits is also key as it sets the relationship off to the best start by providing an excellent first impression and helps us embed our values in everything we do.

### **Retention**

We need to work to retain quality staff by ensuring they are supported, invested in, listened to, valued and treated consistently and fairly. Our HR team are experts in their field and they will be key to providing the technical and practical support to deliver this strategy. They will;

- Ensure we have trained and supportive managers who lead by example,

- Be a trusted source of support to all employees seeking advice and guidance,
- Be equally adept at the soft skills of management as well as providing a pragmatic and empathetic approach to delivering a service which supports the workforce, and
- Have the interests of the organisation at the heart of all they do to ensure our workforce remains committed, motivated and high performing.

**Our Role as an Employer in the Community**

As an organisation we are a significant local employer, with over 500 employees, and we deliver a unique and diverse range of services. As such we have an excellent story to tell and a role to play in the community as both an advocate for work in local government and as a supporter of local talent through programmes such as the apprenticeships and traineeships.



## Current Profile

We have access to baseline data on the demographic makeup of our workforce (such as gender, age, hours of attendance, protected characteristics and employment status) but we need to consider whether we are collating the right data and have the systems in place to collate all the information we require to plan for the future.

The following provides an overview of the makeup of our workforce as of September 2021. This is a snapshot as the profile is constantly changing but this is valuable to inform this strategy, and this data will be gathered and analysed to inform the annual review of this strategy and action plan. The breakdown of the data supporting this strategy is in Appendix 2.

### Total Workforce

Headcount (Contracted Employees)	Full time equivalents (FTE)	Headcount Zero Hour Contracts (Relief Workers)
550	511.53	66

Relief workers are used to cover short term resourcing pressures. 91% of our relief workers are based within our heritage and culture business unit, 8% are in Environmental Services and 1% in parking services.

### Workforce by Type of Contract

Contract type*	Percentage
Full-time	80%
Part time	20%
Permanent	96%
Fixed term/ temporary	4%

N.B. The percentage of fixed term/temporary contracts does not include reliefs.

The majority of our employees have full time, permanent contracts. There are positive benefits to having a mix of full and part time workers, the need is different in each business unit. The current mix appears to work well and there is no evidence to support the need for a move away from the current split.

### Workforce by Gender

Sex	Percentage
Female	52%
Male	48%
Full time – Female	35%

Full time – Male	45%
Part time – Female	17%
Part time – Male	3%

We have marginally more women than men across the organisation with significantly more women working in part time roles.

### Workforce by Age

Age	Number of Employees	Percentage
up to 20	14	2%
21-30	83	15%
31-40	91	17%
41-50	113	21%
51 to 60	194	35%
61 and above	55	10%

It is important to use this data to identify specific service areas in the organisation that may be at risk of losing a quantum of employees to retirement in a similar timeframe.

### Sickness Absence

Average FTE (full time equivalent) Sickness Days – Whole Council		
2018/19	2019/20	2020/21
8.07	6.98	5.3

Our average sickness absence has reduced year on year since 2018 and it remains significantly lower than many other East Midlands Councils. This is despite the increase in the average number of employees from 420.92 FTE in 2019/20 to 503.39 FTE in 2020/21. This increase was following the TUPE transfer back in house of our housing colleagues in February 2020. The reduction in sickness absence is comparable with regional trends, with many other local authorities within the East Midlands reporting a downturn due to the increase in hybrid working. This allows employees greater flexibility to work from home when feeling a little under the weather and the reduction of transmittable illnesses such as coughs, colds and flu.

### Staff Turnover

Staff Turnover (% of workforce)		
2018/19	2019/20	2020/21
11.82%	10.11%	11%

N.B. it should be noted that reliefs are included in both the numerator and denominator for this calculations



This shows a consistent average of employee turnover, which is healthy in any organisation as it demonstrates a good balance between retaining our skills and allowing new employees with fresh ideas to help us to continually improve and evolve. Our current employee turnover is on a par with what we would expect and we compare well with our Nottinghamshire district and borough counterparts and the UK average of approximately 15% a year.

## Knowing your workforce

It is important to keep dialogue open, honest and regular to ensure a workforce remains engaged, motivated and high performing. There is no single way to understand a workforce. Instead there is an infinite mix of formal and informal tools you can use to understand the needs and views of staff.

The considerations below are more formal ways to gain understanding of our workforce which we commit to but they will compliment rather than replace the informal value driven way we interact as an organisation. As an organisation we utilise team meetings, one to one meetings, business manager meetings and tool box talks these are operated across the organisation and happen regularly.

### Appraisals

Appraisals do not replace informal conversations, formal supervisions or 1 to 1s which happen frequently throughout the year. Our appraisal process, which is a mix of reflecting on the previous year's performance and planning for the coming year, is undertaken annually to fit with our business planning cycle. We recently introduced team appraisals, where large teams have undertaken the same activities, and these have worked well. We will continue to use them as an effective way to have a formal annual two way discussion.

We are improving our appraisals further by developing different formats for Directors, Business Managers and other managers to ensure the appraisal process provides us and the employee with the outcomes and information needed to understand and drive performance.

We are considering creating an online appraisal process as part of an individual's HR record once our new HR system is in place. This will be combined with a review of our appraisal form. Previously we have consulted with business managers to shape the appraisal form but for this review we will consult via a staff forum to consider a wider cohort of views. This is to recognise that although appraisal process is a business tool but it should also be meaningful to the employee.

### Shaping our Roles

We will continue to use our current 'Job Evaluation schemes' but we will review our local conventions to ensure they remain fit for purpose and we will introduce job families to group roles of a similar type to give them equal weight and status. This will help to;

- Keep salary costs under control by ensuring we do not make decisions which lead to inequalities and claims for regrading in other areas, and
- Have a transparent and equitable approach which promotes harmony over grades.

### Staff Surveys

We will continue to undertake annual staff surveys with a mixture of repeated standard questions (to understand trends) and bespoke questions that focus on current workforce matters. We will continue to supplement these with ad hoc surveys as required to listen to staff and demonstrate our commitment to being open, trustworthy and transparent. We will ensure that survey results are shared with the workforce in a timely manner and provide regular updates on any activities that we undertake in response to employee feedback.

Over the last few years there has been an increased level of participation in staff surveys, which is the result of a clear communication about what actions are taken based on the feedback. We will continue to build this trust by remaining committed to this approach.

### Staff Consultations

A Joint Consultative Committee is in place as formal mechanism to consult with the recognised trade unions on changes to policies and structures and formal processes are in place for consulting with employees affected by structural changes. Whilst these work well, we will continue to arrange staff forums to consider relevant issues and ensure that the entire workforce is able to contribute to and shape workforce policy changes and working practices.

### Performance Management

Employee performance directly affects the level of service we give to our customers and residents so it is important that we know how our teams and individuals are performing. There is no 'one way' to determine levels of performance; it is measured in different ways for different roles. Our hybrid working arrangements mean that we need to have systems in place to measure performance across the organisation. The HR team will continue to work with Business Units to identify appropriate set of performance management tools for their services, which pay regard to our values and how employees demonstrate them.

### Equality, Diversity and Inclusion

People want to work for employers with good employment practices that make them feel valued and give them the autonomy to make their best contribution. We will review and develop an equality and diversity policy that looks at flexible working and job design to enable us to attract and retain a wide pool of talented people. As well as designing appropriate and fair people practices, we will create an open and inclusive workplace culture in which everyone feels valued and respected by their colleagues, and where contribution is recognised and people are free to be innovative and creative in all they do. To support this we will improve our data collection to ensure that we meet all of our legislative requirements and fully support our employees with protected characteristics.

### Exit Questionnaires and Interviews

We send an exit questionnaire to any employee who voluntarily leaves the organisation and offer an exit interview with a member of the HR team with any employee who would like one. We will supplement this by proactively reaching out to selected individuals to undertake exit interviews; where requested to by a Business Manager or Director, where there is a service which has seen an unusual high turnover rate or where there is other information which may indicate a good opportunity for organisation learning. As an employee leaves the organisation this provides an opportunity for a candid conversation which can help us improve.

### Data

We are in the process of procuring a new HR/Payroll system which will help us to record, extract and report on workforce data. A range of data sets will be reported to SLT and to members through the performance reports on a quarterly basis. As a minimum the report will

include sickness, turnover, vacancies, equalities and age profiles to ensure that any issues are highlighted early for appropriate action to be determined and undertaken. This will help us to spot trends early and consider the appropriate action.

## Recruitment



As an organisation we provide an extensive range of services, meaning that we need a diverse, talented and skilled workforce to deliver those services. Our values are strongly embedded within our organisation so it is important that our candidates not only have the right skills but also the right attitude to align with our values.

We need to collect and analyse data on who applies for our posts to ensure that we are maximising our recruitment potential, assessing response rates and ensuring that we have the right calibre of applicants who mirror our diverse community.

### Assessing Vacancies

When advertising a vacancy we should never assume that a like for like replacement is appropriate. We need to work closely with our managers to ensure that job descriptions and person specifications accurately reflect the roles and that they are graded correctly. We also need to consider the types of contract required, for example, could we engage an apprentice or graduate for the role, use a career-graded post to assist in succession planning or utilise an annualised contract to meet the peaks and troughs of the workload. We commit to only using agency workers where we have identified short-term business needs and insufficient capacity or knowledge to undertake the work.

### Attractive Advertising

We need to review how we advertise our vacancies, making adverts fresh, engaging and attractive and promoting the many benefits to working for us. Local authorities are unique in the wide range of roles and skills we require to operate effectively and our approach to attracting the right candidates needs to be adapted to the role being advertised.

Opportunities should be placed to target the highest number of quality candidates for the role and this should be supported corporately with a corporate budget to fund advertising in professional publications when appropriate. We also need to consider diversity when placing adverts as our aim is to have a workforce that represents the people we serve.

We are committed to a time and cost effective advertising approach which hits the right audience first time. As such we will undertake a full review of how and where we advertise jobs, including use of platforms other than Jobs go Public.

We will create an employer brand, which is visually appealing and uses language which promotes the many positives of working here at the Council.

### Selection Methods

As well as traditional interviews, we will use a range of activities (commensurate with the grade of the post) including but not restricted to; assessment centres, presentations and occupational testing.

### First Impressions Count

The process of applying for a role should give a great first impression of us as an employer. We will develop comprehensive candidate packs that provide details of our structure, ethos and values and we will use new systems to ensure the process is professional and seamless.

We also need to be flexible when recruiting to roles. We have evidence our bureaucratic application form deters candidates from applying. So we need to move away from the requirement to use the standard application form and use other methods such as CVs and video applications. However, where an application form is most appropriate, we will refresh our form to make it simpler and easier to complete. We also need to be more proactive in providing support to help applicants apply if appropriate.

### Induction

An effective induction process will help a new starter settle quickly into their role. A good induction process should start before an employee joins us, combining all housekeeping activities such as provision of an ID card and defining ICT requirements with the development of a tailor-made, comprehensive induction programme. This should include a base pack of information covering who we are, how we work and how we will support the individual in their first 3 months with us. Corporate elements of the induction will be led by the HR team such as completing online training and an introduction with the Chief Executive, the business manager will lead a more informal on the job training and meeting the team.

We will refresh our induction process to ensure the above activities are included as standard for all our new employees and the HR Team will support line managers to ensure these activities are undertaken within their first 3 months at the organisation.

We will also develop additional induction elements for new managers, to help them settle quickly into the organisation and provide them with the tools and information they need to be successful in their roles. Where possible, we will also assign “buddies” of a similar grade/business type to all new managers and, where appropriate we will arrange for them to be mentored by other managers in the Nottinghamshire Councils area.

### Apprentices

Apprenticeships offer both the employee and the organisation a great deal of benefit. It provides us an opportunity to ‘grow our own’ in areas where we have an identified need. It also provides a great route into employment for local young people and demonstrates the council living its values.

We will move away from an ad hoc approach to recruiting apprentices and instead we will undertake an annual review of our current apprentices and evaluate what is working well and what can be improved. We will use this opportunity to determine where there is an identified business need for further apprentices to be recruited.

It is important that we look across the organisation as a whole, determine where there is business need either because there is difficulty in recruiting, we see expanding demand, we have an aging employee profile, or a combination of these factors. The assessment will be led

by HR and it will be evidence-based. These posts need to be corporately funded to ensure it is business areas who meet this need that gain apprentices.

We will liaise closely with schools to ensure we have a range of apprenticeships identified annually which meet the timescale of the academic calendar. The high level of support we currently provide to apprentices throughout their time with us will continue, and they will continue to have a dedicated HR coordinator as their point of contact.

## Retention

Employee turnover should not be viewed as a negative. A healthy and progressive organisation needs new skills, knowledge and expertise to continually improve and evolve. However, high employee turnover can indicate dissatisfaction with us as an employer, as with any organisation we have some key roles which would be difficult to fill should we fail to retain our current occupants. Our current turnover rate of 11% is on a par with our Nottinghamshire district and borough counterparts. In order to maintain healthy level of turnover we will work on the following areas;

### Working Practices

We will continue to offer an excellent working environment with a competitive level of remuneration, a generous annual leave allowance and membership of the Local Government Pension Scheme. We will actively promote our family friendly policies and our hybrid working arrangements and keep them under review to ensure we continue to keep abreast of societal and employment expectations.

### Positive Culture

Culture is difficult to define and difficult to measure. Our culture is underpinned by our values, however simply having a set of well-meaning words will not influence a positive culture. We believe that we embody our values, and our staff have confirmed this by feeding back that they value our culture, particularly the wide range of support offered through the pandemic.

We will build on this value led culture by continuing to;

- Actively promote our values,
- Demonstrate our values through our leadership team,
- Embed our values in our appraisal process,
- Use our values as a tool for recruitment,
- Continue to offer a wide range of health and wellbeing opportunities for employees,
- Continue to offer staff recognition through the annual staff awards and less formal opportunities such as 'thank you' week and 'hug in a mug',
- Continue to offer ad hoc opportunities to engage as teams and the wider workforce in social and other events, and
- Build in events and opportunities to take us through into the new normal and getting us back to together face to face where appropriate

### Training

As an organisation we are committed to having a highly skilled workforce. The right training in a constructive way is proven to not only improve performance but is something staff value and helps us retain our staff.

As an organisation we will move away from an annual call for requests for training to a more cross cutting strategic approach where we identify skills gaps. Any skills gap will change over time as the requirements of the organisation change.

There are currently identified skills gaps in the following themes



1. A broader understanding across the organisation of the green agenda and our climate change aspirations
2. Customer service skills across the organisation where we have so many teams who interact with customers
3. ICT skills, data from our service desk tells us that a proportion of issues reported relate to gaps in knowledge and skills
4. Equalities and diversity, it has been many years since we undertook any organisation wide training in this, since which the agenda and landscape has significantly changed.
5. Political and Reputational awareness, with a wider recruitment outside the local government arena we need to ensure that especially our more senior officers are cognisant of the implications of working in local government

We will continue to ensure all areas of the organisation have provision for any mandatory training required and address any requirements for training to address skills gaps within in specific service areas.

This will be supplemented by a comprehensive internal training programme, which clearly sets out all the opportunities staff can access and which are mandatory for whom, and on what frequency.

We will look to balance all of these with succession planning and personal development needs.

Importantly we need to evaluate the training, any staff will be required to fill in a simple on line form to determine how effective they found the training and the provider. We will record all training undertaken and qualifications attained on our new HR system to ensure we understand where there are gaps and link these back to appraisals.

### **Personal Development and Succession Planning**

Training is very much focussed on what skills officers require to deliver what the business needs right now and the immediate future but it is important that personal development and succession planning is analysed to ensure the Council has the skills to meet its future needs.

This will not be restricted to offering formal training but will include opportunities to shadow other officers and to take part in mentoring and coaching (both internally and by using a reciprocal arrangement with other local authorities). We will map talent pipelines, so that we can see how and where people are moving and target high performing individuals who we believe have the ability and potential to progress within the organisation.

### **Health, Safety and Employee Wellbeing**

As public servants some of our employees are often faced with verbal abuse and threats. We will review our working practices and training provision to ensure that we are fulfilling our obligations to provide a healthy and safe working environment for our employees and provide them with the skills, tools and confidence to challenge inappropriate behaviour.

We will ensure that we provide, via either Business Managers, our Mental Health Champions or our retained Counsellors, the appropriate emotional support for any employees who have been subject to abuse from customers.

We will also continue to work with our colleagues in Health Improvement to raise awareness and provide support and advice on a wide range of topics throughout the year.

### Reward and Recognition

We are committed to developing a wide range of reward and recognition activities. These not only help to retain staff but reflect our values and have a positive impact on morale.

We already hold annual staff awards which are very popular. Staff nominate colleagues within a set of categories, with flexibility to add additional awards where appropriate.

We will add to this with celebrations of achievement, which will include staff achieving qualifications, staff and teams receiving nominations for external awards and celebrate the fabulous amount of volunteering our staff undertake both inside and outside the organisation.

WE will completely review our long service awards. We currently offer this at 25 years as a £100 reward. The nature of the working life has changed, we will look to start long service awards at 10 years and progress in 5 yearly stages with appropriate increase in reward. Rewards will not necessarily be in cash but could include things such as coffee and cake with a friend on us.

We will ask staff in our next staff survey other reward and recognition activities they would like to see us undertake which are appropriate for a public service organisation.

## Our role as an employer in our community

As an organisation, we are a significant local employer with over 500 employees. We deliver a unique and diverse range of services and we have an excellent story to tell. With many of our employees living locally, they understand the community and are great advocates for us.

### Volunteering

We will continue to encourage employees to take up volunteering opportunities within the community as individuals but also as teams in ways that are both meaningful for them and the community. Potentially utilising the 1 day per year given to them to undertake community volunteering. These activities will provide excellent team building opportunities whilst embedding our values and culture and giving employees the satisfaction of knowing that they are making a real contribution to the people they serve.

We will also continue to encourage our community to get involved with the Council by providing volunteering opportunities in a range of areas and activities including our green spaces and cultural services. Volunteering provides residents the opportunity to meet new people, learn new skills, enhance their CVs and make a difference in their communities this often supports their mental health.

### Work Experience

We currently seek to accommodate work experience opportunities, where we receive a request, with on average 10 placements within the Council each year. We will proactively encourage a wider range of work experience placements from schools, colleges and the long term unemployed. As well as helping managers build meaningful programmes for those undertaking work experience, including providing statements/references for the individuals to use when seeking permanent employment. The programme for work experience will see each individual working across a variety of business units which meet their interests. This will give a much wider and experience and understanding of the work the council undertakes and help develop understanding of our work within the wider community as well as raising aspirations and hopefully inspiring some to come to work with us permanently.

Led by our colleagues in Economic Growth we will continue to offer support to schools, colleges and the long-term unemployed by attending jobs and careers fairs, providing work experience and kick-start opportunities, work trials and apprenticeships across the organisation. We will seek to ensure those that assist with this can inspire and create aspirations in a relatable way across the various platforms available.

## Monitoring our progress

Our Workforce Development Strategy is bold and ambitious. Its lifespan is five years but we need to review it at least annually to ensure it remains fit for purpose. Therefore, the first review will be in January 2023. We also need to report our progress against the strategy and accompanying action plan on a regular basis to the senior leadership team, elected members and our employees.

## Approval, Consultation and Review Timetable

<b>Document title</b>	Workforce Development Strategy		
<b>Version number</b>	DRAFT v.4	<b>Protective marking</b>	Official
<b>Lead Director</b>	Director Customer Services and Organisational Development		
<b>Lead Business Unit</b>	Human Resources		
<b>Lead contact</b>	Business Manager HR & Training		
<b>Date approved (SLT)</b>	December 2021	<b>Date approved (Members)</b>	Due at P&F 31.03.21
<b>Reviews due:</b>	January 2023 January 2024 January 2025 January 2026 January 2027		
<b>Consultation</b>			
<b>Consultee</b>	<b>Date</b>	<b>Comments received</b>	<b>Material change requested (yes/no)</b>
JCC	17.03.21	(yet to be undertaken)	
BMs	28.02.22	Noted, no changes suggested. BMs and wider staff to be engaged as action plan is undertaken	No

## **POLICY & FINANCE COMMITTEE**

**31 MARCH 2022**

### **RESPONSIVE REPAIRS POLICY**

#### **1.0 Purpose of Report**

1.1 For the Committee to approve the new Responsive Repairs policy, attached as an **appendix** to the report.

#### **2.0 Background Information**

2.1 This policy applies to council rented homes and all communal areas of stock managed by Newark and Sherwood District Council, including leasehold properties.

2.2 This policy closes a gap that was identified when the housing services came back into the Council. It covers all responsive repairs, including general build, mechanical and electrical (M&E), communal heating, lighting, boosted water systems, fire related works, door entry systems and lifts.

2.3 Servicing of domestic boilers, statutory compliance, cyclical, void and planned maintenance are not included in this policy as they are covered by their own specific policies.

2.4 Key elements of the policy include:

- a) Service standards (Section 2 page 1)
- b) Definition of a responsive repair (Section 4 pages 2 - 3)
- c) Rights and responsibilities (Section 5 pages 3 – 7)
- d) Repair priority and timescales (Section 6 pages 7 – 9)
- e) Rechargeable Repairs (Section 9 page 12)

2.5 There has been extensive consultation with involved tenants in drafting this policy.

#### **3.0 Proposals**

3.1 The new Responsive Repairs policy is attached to this covering report.

3.2 Briefing sessions on the new policy with tenants and relevant colleagues will be designed and delivered following the policy being approved.

#### **4.0 Financial Implications (FIN21-22/8098)**

4.1 There are no financial implications resulting from this report.

#### **5.0 Digital Implications**

5.1 There are no digital implications arising from this report.

## **6.0 Equalities Implications**

6.1 There are no direct equalities implications arising from this report and our response to repair requests is to consider the individual circumstances of the customer when appointing repairs.

## **7.0 Comments from Housing Advisory Group (HAG) / Homes & Communities Committee**

7.1 At HAG on 28 February 2022, representatives commented that this was a comprehensive policy that sets out everyone's responsibilities. They encouraged the Council to use common sense when applying this policy and identified an amendment to the Policy around repairing and replacing handles and hinges on kitchen doors (which has been changed).

7.2 The Homes & Communities Committee considered the policy at their meeting held on 14 March 2022, and recommended to the Policy & Finance Committee for approval.

7.3 As this is a new policy, they recommended that its performance is reviewed in a year's time.

## **8.0 RECOMMENDATION**

**That the Responsive Repairs Policy be approved.**

### **Reason for Recommendation**

**To provide clear guidance for all on repairing responsibilities for Council owned stock.**

### **Background Papers**

Nil.

For further information, please contact Caroline Wagstaff on Ext 5520.

Suzanne Shead  
Director – Housing, Health & Wellbeing

# **Newark and Sherwood District Council**

## **Responsive Repairs Policy for General Build, Gas, Mechanical & Electrical and Specialist Repairs**

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# 1 Introduction

- 1.1 This policy applies to general needs and all communal areas of stock managed by Newark and Sherwood District Council (NSDC), including leasehold properties.
- 1.2 It covers all responsive repairs, including general build, mechanical and electrical (M&E), communal heating, lighting, boosted water systems, fire related works, door entry systems and lifts.
- 1.3 Servicing of domestic boilers, as well as other statutory compliance, cyclical, void and planned maintenance are not covered in this policy.
- 1.4 The aim of this policy is to set out repair responsibilities, service priorities, the framework within which decisions regarding repairs are made and the principles on which future service developments and improvements can be designed and implemented.

## 2. Policy statement and service standards

- 21 Our aim is to provide an excellent service that performs to standards agreed with our tenants, is responsive to their needs, achieves high levels of satisfaction, delivers value for money and operates at an affordable cost.
- 22 An effective repairs policy implies a degree of partnership between tenants and landlord. Tenants have an obligation within their tenancy agreement to report essential repairs to their landlord. NSDC tenancy agreement states “you must let us know as soon as possible of any repair which needs doing in your home”.
- 23 Where we carry out a repair for which we would not normally be liable and for which the resident will be charged, we will work to the same service standards which would apply should we be responsible for the repair.
- 24 We only use employees and contractors who take pride in their work and are suitably qualified and experienced to complete the work they are asked to do. They will follow the appropriate Code of Conduct and will carry and provide photo identification before entering a resident's home.
- 25 We will treat tenants and their homes with courtesy and respect at all times. We will ensure that no damage is caused to tenants' belongings in the course of carrying out work and will leave tenants' properties and communal areas clean and tidy following the completion of work.

### 3. Contracts

- 31 Newark and Sherwood District Council seeks to ensure best value at all times, through utilising its own workforce and the procurement of a range of contracts with suitably qualified professionals. We will always aim to have the relevant tenant involvement during this process.
- 32 Most general build repairs will be undertaken by our own workforce. At times of peak demand and in cases where specialist works are required they will use contractors.
- 33 A range of specialist contractors are also engaged directly to provide specific functions e.g. servicing and maintenance of passenger lifts and stair lifts, as well as Door Entry Systems and CCTV.

### 4. What is a responsive repair?

- 41 Responsive repairs are usually unforeseen, minor in nature, and can generally be completed on a first visit from standard van stocks. These repairs will be categorised, given a priority and a target response timescale. Replacement of components (for example doors and kitchens) will not usually be considered a responsive repair and will fall into the category of planned works.
- 42 We are legally obliged to keep our properties in a decent state of repair. The key legislation on this is as follows:

**Landlord and Tenant Act 1985** This Act gives landlords an absolute obligation to carry out basic repairs, including the structure and exterior of the property and installations for the supply of water, gas and electricity, sanitation and space heating and heating water.

**Defective Premises Act 1972** Section 4 of this Act places a duty on the landlord to take reasonable care to ensure that anyone who might be expected to be affected by defects in the property is reasonably safe from injury or damage to their property.

**Environmental Protection Act 1990:** This Act makes provision for the control of premises whose conditions are considered to be prejudicial to health or a nuisance. This legislation means we are liable for damages and compensation to tenants and their families who suffer as a result of failure to maintain their properties.

- 4.3 NSDC will provide a repairs service which meets our legal and statutory obligations, to standards agreed with tenants, and which offers value for money. We will:
- Make an appointment at the time the repair is reported for all internal non-urgent works and pre-inspections;

- Minimise inconvenience to tenants by coordinating multiple responsive repairs to be completed at the same time on the first visit where practically possible;
- Aim to deliver repairs which are “right first time” where possible, by which we mean that no further visits or recalls are necessary, and that the same repair is not reported in the following 6 months;
- Complete all repairs within the agreed timescales;
- Use materials which meet industry standards, are fit-for-purpose, long lasting, offer value for money and where appropriate are of the same specification as the materials used in planned works or improvement schemes;
- Closely monitor the effectiveness of Contractors operatives and any sub-contractors working in our properties and provide a quality assurance scheme to monitor and report on the quality of workmanship, materials, fixtures and fittings in accordance with the agreed specification;
- Measure the satisfaction of our customers with the service that we provide.

4.4 Any reported repairs not capable of being clearly identified from the details initially supplied will be referred to a Repairs Inspector or Surveyor for investigation. These repairs will require pre-inspections and an appointment will be offered for this.

## 5. Rights and responsibilities

### 5.1 Tenants

5.1.1 Tenants in general needs accommodation are responsible for carrying out the following themselves:

- Repairs to any damage caused by accident, misuse or neglect, including any damage caused by visitors to the property;
- Repairs to any floor coverings not installed by Newark and Sherwood District Council;
- Any plumbing, electrical and other works not installed by Newark and Sherwood District Council;
- installation of gas cooker;
- Installation of gas meter if not provided.

5.1.2 General needs tenants are also responsible for works such as those listed below, including other minor jobs required to use the property.

- Internal decoration including filling small surface cracks;
- Repair/replacement of sanitary-ware plugs and chains;
- Replacement of toilet seat;
- Replacing light bulbs, fluorescent starters
- Resetting electrical trip switches
- Internal door decoration, handles & latches, fitting or replacing draught excluders;

- Taking action to prevent and control condensation;
- Replacing keys and locks as a result of loss or damage, getting any spare keys cut for your locks. Fitting extra locks and door chains.
- Fitting waste pipes and supply valves to washing machines and dishwashers (that carry water to and from the machine);
- Repair/replacement of wall tiles unless fitted by Newark and Sherwood District Council;
- The repair/replacement of glazing (unless an act of crime and a Police CAD number supplied).
- The repair and replacement of handles and hinges on kitchen cabinet doors;
- Repair/replacement of external door furniture not fitted by NSDC;
- The repair and replacement of garden gates and gate furniture, fences, sheds unless leading to the front of the property or adjacent to a public highway or designated play area.
- Replacing clothes posts, clothes lines or rotary driers, unless you share these with other people.

5.1.3 The type of repairs that Newark and Sherwood District Council will carry out for tenants include repairs to:

- Heating and hot water;
- Extractor or ventilation mechanism (excluding cleaning and removing dust from ventilation grills);
- Electrical wiring, sockets and light fittings (excluding tenants own installations);
- Plumbing inside your home including water tanks, stop valves, taps, sinks, baths and showers (excluding tenants own installations);
- Roofs, outside walls, windows and external doors;
- Drains and gutters;
- Inside walls, floors and ceilings;
- Kitchen units and worktops (not cabinet doors, as above);
- Baths, basins and toilets (not toilet seat);
- One locking mechanism on the front door of the property (normally a Yale lock/snib);

5.1.4 Tenants are responsible for any repairs arising from abuse or misuse of the property, by any household member or visitor to the property.

5.1.5 Where we undertake works for which tenants are responsible we will charge for the work. Our approach in these cases is set out later in this document.

5.1.6 In special circumstances we may have agreed with a tenant that we will make a “gift” of improvements or items left by a previous tenant, which we would not normally supply or maintain. In these circumstances it will be the new tenant’s responsibility to maintain the item. Should it require replacement, and be a

fitting for which the landlord would normally be responsible, we will replace with our standard fitting or item; not that previously “gifted”.

- 5.1.7 We will not be responsible for maintaining any installations fitted by tenants e.g. kitchens, bathrooms, light fittings, flooring. We will not repair or maintain any unauthorised adaptations e.g. removal of walls, installation of partitions, structural alterations e.g. arched doorways. Tenants are responsible for re- instating any such alterations back to the original position.
- 5.1.8 If required we would normally ask the resident to lift any fitted carpets, laminate flooring or similar floor coverings and move furniture to allow access to undertake works and will advise tenants of this in advance where we can reasonably foresee that it might be necessary. The resident is then responsible for refitting it and any costs incurred in most cases.
- 5.1.9 For vulnerable tenants and at the discretion of a NSDC supervisor or manager and subject to signing a disclaimer we would lift and refit floor coverings. In special circumstances we would also apply this policy to furniture and similar items. The disclaimer will make clear that should damage occur to the flooring or other item whilst lifting or refitting NSDC will not accept any liability.

## 52 Communal Areas

- 5.2.1 Newark and Sherwood District Council is responsible for repairs that are necessary to any communal areas such as:
- Stairs;
  - Lifts;
  - Fire alarm systems and emergency lighting;
  - Landings;
  - Door entry systems and security gates (not a gate on an individual dwelling);
  - Communal TV aerials;
  - Communal lighting;
  - Communal drains;
  - Communal windows;
  - External areas such as bin storage areas, fencing and walls (unless to an individual private garden), paving, communal gardens etc.
- 5.2.2 Where tenants or known third parties are found to have caused damage, blockages or repairs being necessary to another property, we will recharge them in line with this policy.
- 5.2.3 We will regularly inspect communal areas and the external areas of estates as part of estate walkabouts with tenants as listed on our website. Any repairs identified will be recorded and carried out in line with our priorities.

## 53 Leaseholders

- 5.3.1 We will undertake repairs to leaseholders' properties where there is a contractual or other legal obligation that we do e.g. NSDC is responsible for maintaining the structure, common parts, and supply of services to each flat.
- 5.3.2 The leaseholder is responsible for all repairs to internal building components (including kitchens) and all services inside the property including pipework and stop valve.
- 5.3.3 Leaseholders are required to pay a proportion of the full cost of repairs and maintenance to the structure and exterior of the block and the common parts as set out in their lease.
- 5.3.4 Leaseholders who would like NSDC to carry out repairs and other essential services for them may also be able to request these and pay for them in advance of works completion.

## 54 New build properties

- 5.4.1 NSDC is increasing its housing stock through the provision of new properties. In most cases, these new properties are covered by a standard developer's defects liability period (DLP), which normally starts from the date of completion. Typically, the defects' liability period is:
- 6-12 months for building repairs (including electrical or mechanical works)
  - 24 months for some special components.
- 5.4.2 Repairs for new properties are reported in the normal manner and Newark and Sherwood District Council will determine whether they fall within the DLP (needed in full) and are to be addressed by the developer, or whether they are progressed via the main partnering contractor in the normal way.
- 5.4.3 Some defects occur after the DLP, but may still be deemed to be design, product failure or workmanship faults. Newark and Sherwood District Council will determine whether these should be pursued as a latent defect via the original developer or to exercise warranties offered by the NHBC (National House Building Council). We will mitigate, the impact on the customer whilst establishing liability and seeking to recover from the relevant party.

## 55 Pests

Tenants have a responsibility to deal with pests in their own properties, in accordance with their tenancy agreement. Tenants can report this to Customer Services who will advise accordingly.

*A. You must not do anything which encourages insects, pests or vermin in either your home or communal areas – this includes bulk storage of foodstuffs, leaving scraps of food out or feeding pigeons.*

*B. You must let us know as soon as you become aware of any infestation of your home or communal area by insects, pests or vermin such as ants, cockroaches, mice or pigeons and allow access for any professional treatment to get rid of them from your home or block*

5.5.1 When tenants report pest problems to us we will recommend appropriate action to them. If they request us to we can arrange for our contractor to carry out the work at their expense.

## **6. Repair priorities and timescales**

6.1 When a repair is reported, we will tell our tenants when they should expect the repair to be completed according to our priority system.

6.2 General repairs are split into two main categories, depending upon the urgency of the work. Each category has a target time limit to complete the job:

- Emergency 24 hours (2 hour response to make safe and prevent danger if required, with additional works completed within 24 hours)
- Normal priority / routine (6 weeks).

6.3 Emergency repairs

6.3.1 Repairs which are treated as an emergency are generally those that have serious effects on people or damage to the home. They include, but are not limited to:

- A water leak that cannot be contained;
- Total loss of electricity (other than those which fall to utility supplier);
- Total loss of water supply (other than external mains supply issues which are Severn Trent);
- Fire damage;
- Making safe major structural damage (e.g. storm, accident or flood damage);
- Serious blockages to main drains (or blocked toilet if it is the only one in the property);
- Faulty Showers (Where this is the only means of bathing)
- Repairs to allow access if door entry system is not working;
- Making secure external doors or windows as result of break in or vandalism and where there is a security or injury risk (where an act of crime and a Police CAD number supplied);
- Complete loss of heating in winter (the defined winter period), where no alternative heating is available (NB: emergency action may be provision of temporary heating);
- Stair Lift Faults

- Loss of hot water;
  - Offensive or discriminatory graffiti;
  - Loss of lighting to communal areas;
  - Loss of water or space heating (emergency action may be provision of temporary heating);

64 Our commitment to our tenants is that for this category of repair they will not have to wait more than two hours for an operative to come to their home and make it safe. Making safe is not intended to be a full repair and in many cases, it is necessary to return at a later date to complete the repair.

65 Normal priority / Routine / 6 weeks category

6.5.1 Repairs that fall into the 6 week category are those which may cause inconvenience but are not of an urgent nature and do not pose an immediate risk to a resident's health and safety. This includes but is not limited to:

- Minor leaks and blocked drains and pipes;
- Leaking roofs / minor roof repairs;
- Repairs to outside walls;
- Repairing and replacing kitchen units and worktops;
- Replacing door and window furniture (if there is no safety or security risk);
- Repairs to plasterwork;
- Minor plumbing work and repairing taps;
- Repairing and clearing guttering and down pipes.

6.5.2 Our commitment to our customers is that they will not have to wait more than 30 working days for completion of this type of repair. In most cases, the repair will be carried out well in advance of this. Should a pre-inspection be required, the timescale to carry out this inspection will be included within the 6 weeks target.

66 Other

6.6.1 Additional priority categories with longer timescales are applicable to some types of jobs e.g. playground refurbishment, where 6 weeks is insufficient to specify, order and receive the required equipment and have it installed.

6.6.2 Certain works which require items to be manufactured like doors and windows may take longer to complete and other factors like the requirement to erect scaffolding can add unavoidable delay. Tenants will be informed if this is the case.

67 Vulnerable People



6.7.1 In the context of this policy, vulnerability is defined as:

*'An individual or household needing support to enable them to live independently and to prevent social exclusion. Vulnerability can be on a temporary or long term basis.'*

6.7.2 NSDC recognises that our tenants include individuals and groups who are vulnerable and may need extra consideration and support in the delivery of services.

6.7.3 We will always consider reducing the time taken where possible, for repairs for frail, elderly or disabled customers, particularly for faults like broken heating systems where the tenants' health may quickly be affected if the system is out of action.

6.7.4 Being considered part of a vulnerable group does not automatically give a tenant the right to a higher priority or quicker response to a repair request. This also does not negate any relevant charges as outlined in section 9. Each case will be dealt with on its own merits.

## **7. Who can report a responsive repair and how**

7.1 Tenants may report repairs themselves, or a representative of the tenant can act on their behalf in reporting a repair and arranging access. A representative includes but is not limited to a family member, friend or neighbour.

7.2 Repairs should be reported through the following channels:

- Log on to Newark and Sherwood District Council website to MyNSDC account;
- Or email us [CAS@newark-sherwooddc.gov.uk](mailto:CAS@newark-sherwooddc.gov.uk)
- Call the Contact Centre during office hours and select the option for "report a repair".
- Out of hours, repairs can be reported using the same telephone number, however this is for emergencies only;
- New repairs requests should not be made through social media or via a Councillor.

7.3 When tenants contact us to report a repair, we will:

- Review the repairs history of the property or block / communal area to check it has not been reported already;
- Advise the tenant of the job number of the repair reported
- Confirm whether or not the repair is the responsibility of NSDC;
- If it is the tenant's responsibility but NSDC agree to carry out the repair, we will take payment of the relevant amount;
- Confirm whether the request is to be dealt with as an emergency or normal priority repair;

- 74 Agree a mutually convenient appointment to attend and do the work.Appointments are based on three timeslots, with options of first and last appointment, lunch time and avoidance of “school run”:
- 08:00 – 10:30;
  - 10:30 – 14:30;
  - 14:30 – 16:00.
  - All day appointment
- 75 Tenants are advised at the time of making the appointment that any work required will commence within the agreed timeslot. It should be noted that this does not mean it will be completed within the timeslot. Some types of work may require more than one visit.
- 7.5.1 Appointments for repairs to communal areas may be “all day” appointments, however if a tenant or leaseholder wishes to meet a repairs inspector or surveyor on site, all reasonable effort will be made to arrange this.
- 76 Where a pre-inspection is required, an appointment will be agreed with the resident when the repair is reported.
- 77 The efficient operation of our Customer Service Team requires that we minimise calls from our tenants chasing progress reports and updates. Our policy is to keep tenants informed about what is happening, and to do this in a convenient and efficient way, through MyNSDC
- 78 We will always try to fully complete the repair on the first visit and give clear advice to the resident about what will happen next if a second visit is needed.
- 79 When at a property and a tenant reports an additional repair, or if the operative identifies other work that needs attention, the operative can undertake this additional work if it does not conflict with attendance at the next appointment.
- 7.10 If the operative is unable to carry out the additional repair, they will ask you to call the Customer Services Team to report the repair, this is the most effective method as the repairs is logged on the repairs system and appointment can be offered immediately.

## **8. Out of Hours**

- 8.1 Only emergency repairs will normally be undertaken out of hours. The work will be limited to making the problem safe and returning to complete during normal working hours. However, in some circumstances completing the make-safe works will result in completion of the entire job, or, it will be cost efficient to complete the job while on site rather than return for a further visit, in which case the repair will be completed at the discretion of the operative.
- 82 If a tenant uses the service for a problem which is not a genuine emergency or is

the result of misuse then the cost of the call-out will be recharged. If the tenant is not at home when the contractor calls then the costs will also be recharged and the work request may be cancelled.

## **9. Chargeable Repairs - fees and charges procedure**

- 9.1 Where a tenant is responsible for damage or disrepair to their property we may still carry out the repair works provided the tenant makes payment of the relevant fee. It may be possible to set up a Payment plan. This will be down to case by case basis and individual circumstances.
- 9.2 Generally we will require payment up front, before the work is carried out. Payment can be made by debit or credit card using the automated payments line at the time of logging the repair. The call handler will record all the details of the repair, confirm the amount to be paid, then transfer the caller to the automated payments line. After confirmation that payment is received successfully, the job will be passed to the contractor.
- 9.3 There may occasionally be very exceptional cases where the cost of a chargeable repair may be waived, however there is no automatic right to for waiving costs for any specific category of service users and exceptions will be considered individually on merit.
- 9.4 Chargeable repairs costs will be based on our Schedule of Rates + 20% admin. A list of standard Schedule of Rates repairs will be available for indicative costs.
- 9.5 Where a chargeable repair is not a standard cost e.g. misuse/abuse, Newark and Sherwood District Council will charge the actual costs to the tenant.
- 9.6 A tenant will always have the option to carry out the works themselves using their own contractor which need to be approved for the task in hand, where the works are of a specialist nature.
- 9.7 For Leaseholders, a range of services will be available, including gas servicing and block shut-downs.
- 9.8 We only ever charge tenants what it would cost NSDC or less in some circumstances.

## **10. Missed appointments**

- 10.1 Missed appointments cost time and money and we will take all reasonable steps to minimise missed appointments and to keep tenants informed throughout the repairs process to assist in this.
- 10.2 Any missed appointments by our operatives/contractors will be investigated. Compensation may be payable and will be awarded on a case by case basis.

103 On the first occasion a tenant misses an appointment, it will be rearranged. If missed on a second occasion, the repair request will be cancelled and the tenant advised. The only exception to this will be where it involves health and safety issues. If the tenant misses any appointment, we reserve the right to recharge the cost.

## **11. Access**

11.1 Where tenants refuse access for an essential repair we will endeavour to work with tenants to gain access. We will use appropriate legal methods to ensure the completion of all necessary work if needed.

11.2 Where there is a leak causing damage or other emergency and access cannot be gained, the emergency access procedure is employed. The Tenancy Officer and tradesperson will gain access, make safe or isolate the cause, and secure the property. This applies to tenants and leaseholders alike and may result in charges being applied if the tenant is found at fault and an invoice issued.

## **12. Monitoring work and measuring customer satisfaction**

12.1 We record and monitor a range of financial and performance indicators in order to assess and improve the performance of the repairs service.

12.2 A sample of customers will be contacted by an organisation independent of NSDC by telephone to carry out a customer satisfaction survey following their repair. Levels of satisfaction will be measured and analysed.

12.3 NSDC will aim to carry out post-inspections of 10 percent across all jobs, as part of a focussed post-inspection programme. This proportion will increase or decrease depending on category and the results of inspections will be measured and analysed. We will involve tenants' representatives in monitoring the performance of the repairs service.

## **13. When things go wrong**

### **13.1 Complaints**

13.1.1 If a resident is dissatisfied with the service they have received in relation to a repair, the matter will be dealt with in accordance with NSDC Complaints Policy. Details can be found on our website.

13.1.2 Tenants may also be eligible for compensation under Right to Repair or a claim of disrepair.

## 132 Right to Repair

- 13.2.1 The Right to Repair scheme gives a tenant the right to request another contractor and to claim compensation if certain small urgent (“qualifying”) repairs valued at less than £250 are not carried out within prescribed time limits. This right is granted to secure tenants of local housing authorities and NSDC will also provide this service to tenants.
- 13.2.2 Qualifying repairs under the Right to Repair Scheme 1994 will be carried out within the timescales as set out in Appendix 1. Should these timescales not be met, NSDC will be liable to pay compensation to the tenant at the prescribed rate (current level of £10 plus £2 per day) for every full or part day that the repair remains outstanding, after the end of the second prescribed period to a maximum of £50.
- 13.2.3 The Right to Repair Scheme involving compensation only applies if works are not carried out within the timescales specified and the following qualification criteria are met:
- The repair must be an emergency or urgent repair that affects the tenant’s health, safety or security;
  - NSDC must be responsible for the repair;
  - The repair must cost less than £250.
- 13.2.4 If when reported the repair is not carried out within the initial timescale the resident can request that another contractor carries out the works. If the works are then not completed within the second specified period the resident may request compensation.
- 13.2.5 NSDC will only meet claims for compensation where tenants have followed the appropriate repairs reporting and notification procedure.
- 13.2.6 There is no compensation payable for Right to Repair if:-
- The repair was as a result of damage caused by the tenant;
  - The tenant had not informed NSDC that the repair was needed;
  - The tenant did not allow access to complete the repair or missed the appointment;
  - Access could not be gained for health and safety reasons.

## 133 Disrepair

- 13.3.1 Disrepair Claims will be dealt with in accordance with NSDC Disrepair Policy. All cases in which a solicitor or private individual contacts the council, will be pursued in line with the Housing Disrepair Protocol
- 13.3.2 The aim of this policy is to provide a clear framework dealing with housing disrepair and injury claims arising from allegations of disrepair and defective premises claims. The policy is based on complying with the Housing Disrepair Protocol but will look to have much tighter timescales.

13.3.3 Where a legal representative is required by a resident to pursue a Disrepair claim, they are required to engage one themselves.

#### 134 Insurance

13.4.1 Claims for damage to tenants or other third party possessions will only be considered where NSDC could have reasonably foreseen the need for repair and failed to take action or where there is a clear legal liability.

13.4.2 In other circumstances it is the responsibility of the tenant to make a claim under their home contents insurance. For this and other reasons we will encourage all tenants to obtain home contents insurance.

13.4.3 In the event of internal damage, Leaseholders are required to contact their insurance provider in the first instance.

### **14. Major repairs**

14.1 There will be some situations where works identified as a result of a responsive repair request are extensive and it is not appropriate to undertake the complete works as an unplanned responsive repair.

14.2 Where such repairs are due to be covered by an imminent cyclical or planned maintenance programme, the resident will be informed of this and the repair postponed until that date. In some cases a temporary repair may be needed due to its nature.

14.3 However where repairs are considered urgent because they pose a significant risk to occupants, or where vulnerable tenants are involved, it may be necessary to consider bringing the works forward. This decision will be taken by the relevant Director.

### **15. Minimising the level of demand**

15.1 Our Asset Management Strategy aims to minimise the level of responsive repairs in favour of carrying out repairs on a planned basis in order to achieve greater value for money. In support of this aim, the responsive repair policy is to:

- Undertake non-urgent work as planned maintenance where there is an agreed programme in the near future;
- Keep tenants informed of progress with such programmes;
- Batch together non-urgent responsive repairs where possible;
- Ensure that tenants are aware of their responsibilities for maintaining their home, publish material regarding this and provide advice and education to undertake simple repairs for themselves;
- Collect sufficient data about the nature of responsive repairs so that we can analyse trends and identify any pattern of component failure.
- To update & maintain an Asset Data System.

## **16. Health and safety**

- 161 We will ensure that all works are undertaken in a manner that complies with health and safety legislation, relevant guidance and good practice in the interests of our tenant, operatives and contractors.
- 162 We will implement appropriate systems to ensure that Contractors and any sub-contractors they use are suitably qualified, informed and equipped to deal safely with works that they are required to undertake.
- 163 We will ensure that our property does not cause a danger to neighbours, members of the public or trespassers, and we will take reasonable steps to prevent accidents from occurring.
- 164 Where NSDC is aware of any warnings about the occupants of any property who may pose a risk to our employees or contractors, we will share this information securely with relevant individuals.

## **17. Equality and diversity**

- 17.1 We will ensure that all tenants are treated fairly and consistently, to minimise the potential for discriminatory decisions or behaviour, and will undertake all repair work in accordance with our Equality and Diversity Policy.
- 17.2 We will collect information about responsive repairs and link this to other data about our resident profile in order to ensure that the service we provide does not disadvantage particular groups.

## **18. Review and dissemination**

- 18.1 NSDC will consult tenants on service standards and delivery and ensure that information is publicised regarding these policies and standards in a manner that is accessible to all tenants.
- 18.2 The repair service will be subject to regular review to ensure continuous improvement in the quality, efficiency and effectiveness of the service.
- 18.3 We will undertake regular reviews of this policy, procedures related to it and staff training needs, to ensure that we continue to operate best practice and that service improvements are implemented. Reviews will take place at intervals of not more than 2 years.

## **Appendix 1a – Qualifying repairs under the ‘Right to Repair Scheme 1994’**

### **Length of time to carry out qualifying repairs**

The 'qualifying' repairs and the 'prescribed' timescales are set out by the legislation. The period varies according to the type of repair. The repairs and time-scales are listed below.

### **Normal response times – the 'prescribed period'**

The prescribed period starts on the first working day following the request. For example, where a qualifying repair with a response time of seven days is ordered on a Monday, Newark and Sherwood District Council (NSDC) has until the following Monday to complete it.

If NSDC needs to carry out a pre-inspection to determine a qualifying repair, the prescribed period begins the first working day after the repair request has been issued.

### **What happens if the repair is not completed on time?**

If a repair is not completed within the prescribed timescales you must contact NSDC and request that a secondary contractor is appointed to complete the repair (see list below of exemptions where Right to Repair does not apply).

The second contractor has the same timescales as the first to complete the repair.

### **Exemption from Right to Repair**

The Right to Repair does not apply in the following circumstances:

- If you have told us that you no longer want the repair
- Where the repair exceeds £250
- Where you have failed to provide details for the contractor to gain access to your home
- Where you have failed to provide access for the contractor
- Where the contractor needs to order specialist materials to complete the repair
- When severe weather conditions prevent the contractor from completing the repair

### **Compensation**

If the second contractor does not complete the work by the end of the second prescribed period, you may be able to claim compensation. The compensation is fixed by the legislation at £10, plus £2 for every day that the repair is not finished, up to a limit of £50.



## Appendix 1b – Qualifying repairs under the ‘Right to Repair Scheme 1994’

<b>Defect</b>	<b>Prescribed period</b>
Total loss of electric power	1 day
Partial loss of electric power	3 days
Unsafe power or lighting socket or electric fitting	1 day
Total loss of water supply	1 day
Partial loss of water supply	3 days
Total or partial loss of gas supply	1 day
Blocked flue to open fire or boiler	1 day
Total or partial loss of space heating or water between 31 October and 1 May	1 day
Total or partial loss of space heating or water between 30 April and 1 November	3 days
Blocked or leaking foul drain, soil stack or (where there is no working toilet in the dwelling) toilet pan	1 day
Toilet not flushing (where there is no other working toilet in the dwelling)	1 day
Blocked sink, bath, basin	3 days
Tap which cannot be turned	3 days
Leaking from water or heating pipe, tank or cistern	1 day
Leaking roof	7 days
Insecure external window, door or lock	1 day
Loose or detached banister or hand rail	3 days
Rotten timber flooring	3 days
Door entry phone not working	7 days
Mechanical extractor fan in internal kitchen or bathroom not working	7 days

## Appendix 2 – Quick reference guide for Tenants - who is responsible?

Repair description	Responsibility	
	NSDC	Tenant
The structure and outside of your home including, roof, outside walls, painting, stairs, gutters, drainage and pipes. windows and external doors	✓	
heating and hot water, including communal heating and boosted water	✓	
extractor or ventilation mechanism (excluding cleaning and removing dust from ventilation grills)	✓	
electrical wiring, sockets and light fittings (excluding tenants own installations)	✓	
plumbing inside your home including water tanks, stop valves, taps, sinks, baths and showers (excluding tenants own installations)	✓	
inside walls, floors and ceilings	✓	
kitchen units and worktops (not cabinet doors, as above)	✓	
baths, basins and toilets (not toilet seat)	✓	
one locking mechanism on the front door of the property (normally a Yale lock/snib)	✓	
Communal areas, such as lifts, stairwells, lighting, alarm systems, door entry systems, communal TV aerials, external drains, communal windows, bin storage areas	✓	
Clearing blockages to sinks, basins and baths	✓	
Floor covering in kitchen, bathroom and WC	✓	
All other floor covering		✓
Taking action to prevent and control condensation.		✓
Keeping decorations and plasterwork in good condition, wallpapering and painting walls, ceilings and doors, filling small surface cracks		✓
Replacing clothes posts, clothes lines or rotary driers, unless you share these with other people.		✓
The repair and replacement of garden gates and gate furniture, fences, paths, sheds unless leading to the front of the property or adjacent to a public highway or designated play area		✓
Repair/replacement of external door furniture not fitted by NSDC		✓
Replacing keys and locks as a result of loss or damage, Getting any spare keys cut for your locks. Fitting extra locks and door chains.		✓
Floor coverings.		✓
Repair/replacement of sanitary-ware plugs and chains, toilet seats, shower hoses and shower curtains		✓
Cleaning grease from extractor fans, removing dust from ventilation grilles.		✓
Replacing light bulbs, fluorescent starters and resetting trip switches		✓
Repairing any fittings you have installed yourself, such as shelves or boxing around pipes.		✓
Keeping your home clean		✓
Fitting waste pipes and supply valves to washing machines and dishwashers (that carry water to and from the machine)		✓
The repair/replacement of handles and hinges on kitchen cabinet doors		✓
Repair/replacement of wall tiles unless fitted by Newark and Sherwood District Council		✓
The repair/replacement of glazing (unless a Police CAD number supplied)		✓
Internal door handles and latches , including stopping inside doors, decoration or scraping and fitting or replacing draught excluders		✓

### Appendix 3 – Quick reference guide – Emergencies and non-emergencies

Repair description	Emergency priority - E	Normal priority - N
A water leak that cannot be contained	✓	
Total loss of electricity (other than utility supplier responsibilities)	✓	
Total loss of water supply (other than external mains supply issues which are Thames Water)	✓	
Fire damage	✓	
Making safe major structural damage (e.g. storm, accident or flood damage)	✓	
Serious blockages to main drains (or blocked toilet if it is the only one in the property)	✓	
Repairs to allow access if door entry system is not working	✓	
Making secure external doors or windows as result of break in or vandalism and where there is a security or injury risk (where an act of crime and a Police CAD number supplied)	✓	
Complete loss of heating in winter, where no alternative heating is available (NB: emergency action may be provision of temporary heating)	✓	
Loss of hot water	✓	
Offensive or discriminatory graffiti	✓	
Loss of lighting to communal areas	✓	
Loss of water or space heating (emergency action may be provision of temporary heating);	✓	
Minor leaks and blocked drains and pipes		✓
Faulty electrical fittings and minor electrical faults	✓	
Leaking roofs / minor roof repairs		✓
Repairs to outside walls		✓
Repairing and replacing kitchen units and worktops		✓
Replacing door and window furniture (if there is no safety or security risk)		✓
Repairs to plasterwork		✓
Minor plumbing work and repairing taps		✓
Repairing and clearing guttering and down pipes		✓

## POLICY & FINANCE COMMITTEE

31 MARCH 2022

### APPLICATION TO THE ARTS COUNCIL ENGLAND TO BECOME A NATIONAL PORTFOLIO ORGANISATION

#### **1.0 Purpose of Report**

1.1 To explore the potential of the Arts Council England's 2023-26 Investment Programme and seek approval to submit an application to become a National Portfolio Organisation (NPO).

#### **2.0 Background Information**

##### **2.1 Context**

The Arts Council England (ACE) is the national development agency for creativity and culture in England, investing public money from Government and the National Lottery to support the cultural sector. Alongside their open programme of project funding and specific funding streams such as the Covid Culture Recovery Fund, one of their biggest areas of investment is to their National Portfolio Organisations (NPOs). In their 2018-22 NPO funding period, 828 organisations were allocated a total of £405 million per annum. Of those, only 187 were new organisations to the portfolio, demonstrating the high level of competition that this funding is subject to. All applications to become an NPO must fulfil rigorous and specific objectives in line with ACE's strategic plan.

2.2 In March 2022, DCMS announced 109 Levelling Up for Culture priority places. These areas have all been identified by ACE as having historically had low investment in arts and culture and will be targeted by funding bodies for additional investment. Furthermore, ACE has committed to move investment from London into these priority areas in support of the Levelling Up agenda. Newark and Sherwood is included on this list.

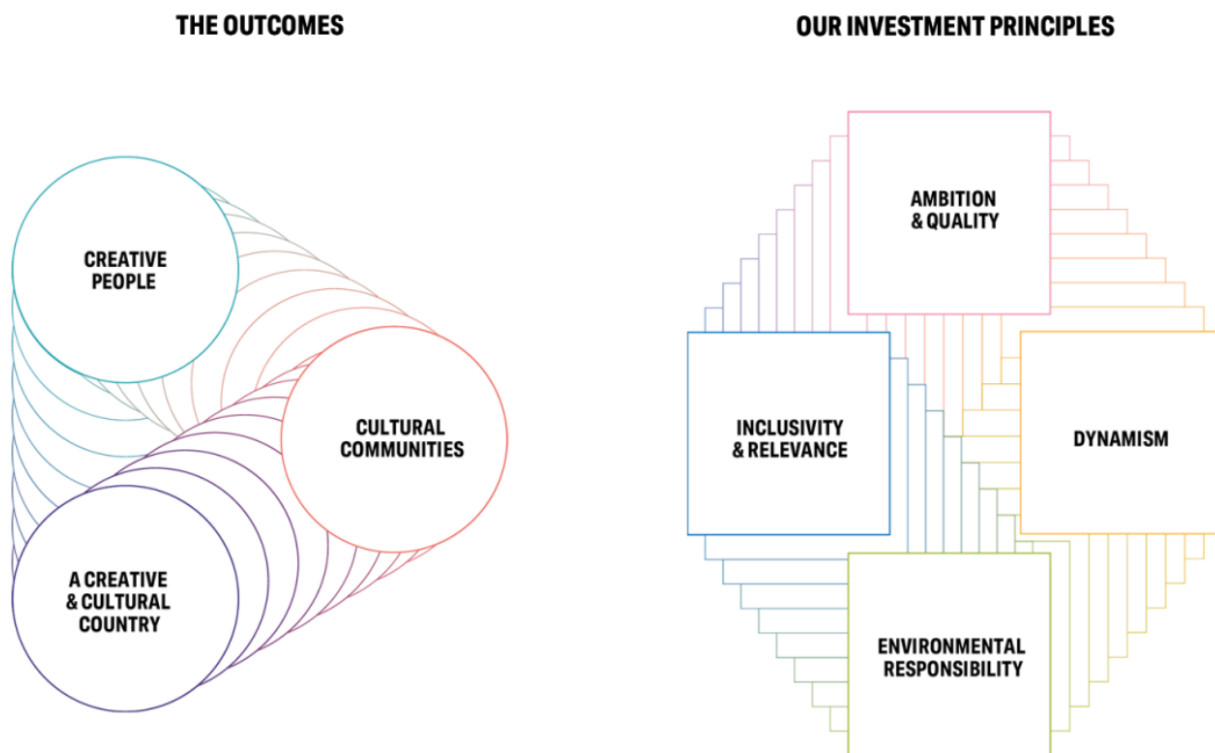
##### **2.3 ACE – Strategic Objectives**

In 2020, ACE released their new 10 year strategy, 'Let's Create' which sets out their ambitious vision. Under this strategy sits their delivery plan for 2021-24 and their Investment Principles. The strategy identifies a number of significant issues across England which make up ACE's 'case for change'. These issues include:

- Widespread socio-economic and geographic variances in levels of publicly funded cultural engagement
- Opportunities for children and young people to experience culture both inside and outside of a school setting vary
- There is a lack of diversity across creative industries
- There are significant differences in how 'arts' and 'culture' are defined, understood and valued

ACE's vision is that *'By 2030, we want England to be a country in which the creativity of each of us is valued and given the chance to flourish, and where every one of us has access to a remarkable range of high-quality cultural experiences'*.

Their strategy identifies three key outcomes that all funded activity must support, and their Investment Principles that all funded organisations will need to develop to support delivery of these outcomes:



The delivery plan breaks down each outcome into key elements and describes how organisations can demonstrate their commitment to the Investment Principles. It explores how their funding will support their vision, describes their equality objectives and explains how they will measure the impact of their plan. Further information on ACE's strategy can be found at: <https://www.artscouncil.org.uk/letscreate>.

## 2.4 ACE – Governance Arrangements

ACE has stated that:

‘For 2023-26, National Portfolio Organisations will need to have some form of ‘oversight group’ or board in place by the time their funding agreement comes into effect on 1 April 2023. That oversight group may take the form of a small advisory group for a rural touring company, or a steering committee for a museum or library service within a local authority or university, or a subcommittee of the board of a parent company of a large venue group.

We will be open to consider whatever suggestions you wish to make that you believe are appropriate for your organisation. The group will consist of suitably qualified directors or trustees to oversee the mission of the organisation and provide governance oversight. The group will be independent of the executive and capable of taking responsibility for ensuring that the organisation’s funding agreement with the Arts Council is implemented’.

Whatever its form, the oversight group must have the following minimum responsibilities and authority:

- be independent of the executive leadership of the organisation
- have (in either direct or delegated form) responsibility for oversight of the Arts Council funding agreement

- meet regularly (at least four times a year) with the executive leadership in order to review progress on the funding agreement
- receive and review regular reports on progress against the funding agreement and ensure that those reports are forwarded to the Arts Council on a timely basis
- meet and communicate directly with the Arts Council, independent of the executive if required

2.5 There is an expectation that any oversight group will adopt and embed the Investment Principles, and ACE has publicised guidance to support this approach, which represents a significant step change from previous NPO guidance: [https://www.artscouncil.org.uk/sites/default/files/download-file/Governance Working with the Investment Principles.pdf](https://www.artscouncil.org.uk/sites/default/files/download-file/Governance%20Working%20with%20the%20Investment%20Principles.pdf)

The ACE governance guidance advocates the following approach in relation to its four Investment Principles:

- **Inclusivity and Relevance**
  - The workforce, leadership and governance fully reflects and represents the communities it serves
  - The organisation and governance actively listens to, responds to, and forms relationships with under-served communities
  - Creative practitioners and cultural workers will be drawn from all backgrounds
- **Ambition and Quality**
  - Quality and creative ambition is improved by listening to people both inside and outside the organisation
  - Plans and activity clearly contribute to aims and outcomes, and professional development is supported through working with appropriate creatives and partners organisation. These indicators will shape future work and plans
- **Dynamism**
  - The creative mission is adaptable and responsive, regularly examining the value being created for the communities being served, and seeking practical ways to develop and improve
  - Investment in robust, committed governance and skilled, ethical leadership, supporting workforce development
  - Prioritisation of digital skills and literacy, and a data-driven approach to decision-making
- **Environmental Responsibility**
  - Use of good quality data to understand the organisation's environmental impact and to develop a strategy to mitigate that impact
  - Inclusion of the environmental strategy within business planning, supported by an action plan that demonstrates commitment to improvement
  - Advocate for positive change and seek to influence partners, stakeholders and the public by sharing the organisation's journey and experience externally

The guidance suggests actions for each of these items and a planning cycle to support progress. If NSDC is unable to evidence that it is adopting these principles and creating an appropriate governance arrangement as defined by ACE, it is unlikely to be successful in its application.

## 2.6 ACE – Relationship Management

ACE's relationship framework ( [Relationship Framework - National Portfolio Organisations 2023-26.pdf \(artscouncil.org.uk\)](https://www.artscouncil.org.uk/~/media/arts_council_uk/2023-26.pdf) ) sets out ACE's expectations from the organisations they invest in, and what organisations can expect from ACE. They will assess the risk of organisations delivering on their funding agreement and an ACE relationship officer will meet at least once a year with the organisational lead and the chair of the oversight group.

There is an expectation that the oversight group will be accountable for the funding agreement and for meeting the terms and conditions. There are rigorous reporting and monitoring requirements, including the submission of quarterly board papers (or equivalent) and up to date financial papers, and quarterly data monitoring. The types of data include audiences (including online/digital), workforce statistics and environmental impact and the number of children and young people that are reached.

## 2.7 Heritage and Culture Business Unit

Since the start of the pandemic and the forced closure through lockdown, the Heritage and Culture business unit has reviewed and revised its service delivery to meet the changing needs of residents, delivering outreach, working closely with schools and exploring the reasons why some potential audiences are not engaged with culture locally. It has successfully bid for small levels of funding for projects which aim to support improved social mobility and wellbeing and deliver outreach to disadvantaged or isolated residents:

- An Art Fund project reimagined the National Civil War Centre's schools' offer both during and post lockdown
- A Max Literacy Funded project worked with 220 local GCSE English students to improve their creative writing skills through exploring our extensive collection of artwork
- The Culture Recovery Fund (rounds 1 and 2) which was administered by ACE supported delivery of outreach through digital and in-person activity, creating online content and interactive, participatory events, while round 3 supported operational delivery over the winter season

Applying to the Arts Council England to be a National Portfolio Organisation from 2023 – 2026 represents the next step for the Heritage and Culture Business Unit to increase its impact within Newark and Sherwood through delivery of an ambitious programme of activity that supports both ACE's outcomes and the Community Plan's objectives.

## 3.0 Proposals

3.1 The Heritage and Culture Business Unit is proposing to apply for funding to be a National Portfolio Organisation from 2023-26, the currently available funding period.

## 3.2 Activity and Investment Principles

Plans will focus on two of the three ACE Outcomes – Creative People, and Cultural Communities. The activity plan will be built around opportunities to listen to under-

represented voices and develop work with those communities, alongside developing a learning and participation programme for the theatre and expanding the work of our formal learning team to deliver teacher training and further cement their position as industry experts. A youth panel will be set up, and plans established for the co-creation of exhibitions that reflect the experience of the communities who are involved.

3.3 To demonstrate our commitment to the Investment Principles, proposed activity will include an access audit, a data strategy and creation of roles to champion inclusivity and environmental responsibility within the governance, workforce and volunteer team. To deliver these ambitions and ensure effective reporting and evaluation, we envision three roles that will be recruited in year one – a Cultural Strategy Manager, a Community Engagement and Partnership Development Officer, and a Learning and Participation Senior Officer (all subject to Job Evaluation). Plans in years two and three would seek to further expand cultural sector job opportunities, potentially through apprenticeships.

### 3.4 **Governance**

ACE has stated that it will select its NPOs by the end of October 2022. If successful, we will be required to establish any additional governance arrangements before April 2023. ACE advocates that we should ‘...adopt a data-led approach to identify and respond to underrepresentation across governing bodies, leadership roles and the workforce in relation to protected characteristic groups and those from lower socio-economic backgrounds’. Therefore it is proposed to seek external representation through both existing and new networks within our communities to sit on a National Portfolio Organisation Board alongside key members from NSDC. As explained above, this group will be responsible for ensuring that the organisation’s funding agreement with the Arts Council is implemented, and Terms of Reference and a Code of Conduct will be drawn up to reflect the needs of both NSDC and ACE. All other decisions relating to Heritage and Culture will remain under the purview of NSDC’s usual governance arrangements, and processes will be implemented to ensure that the strategic approach is aligned and that the decision-making and reporting process is transparent and appropriate for NSDC.

### 3.5 **Level of Funding**

The NPO application deadline is 18<sup>th</sup> May 2022, and as such, this report is being brought to Policy and Finance Committee before the full plans have been developed, not least because of another report on this agenda which relates to external consultancy to support completion of the bid. As such, detailed financial plans are still being costed and the figure which we will apply for is not fully determined. However, all new organisations planning to apply have to hold an introductory meeting with ACE where the appropriate level of funding is discussed. This meeting was held in February, and the ACE officer confirmed that a figure in the region of £300,000 per annum was reasonable for our organisation. It is therefore proposed to continue developing our plans in line with this report, with the final funding proposal being taken as an urgent decision with member approval. Proposed funding will deliver activity, events and community engagement, upskilling and development of staff, governance, volunteers and participants and sector specialist roles for both front line delivery and strategic development and partnership building.

### 3.6 **Future Planning**

The long term ambition for the Heritage and Culture Business Unit is to capitalise on the opportunity that this funding offers enabling significant growth and impact across the three years. Post-2026, with the culmination of the Gatehouse Construction work and in



delivery of the National Heritage Lottery Project, we would have ambitions to re-apply for any further NPO funding with the aim of positioning ourselves as an industry leader in the East Midlands.

#### **4.0 Equalities Implications**

4.1 The duties for the Council, contained within the Equality Act 2010, require us to continually examine our policies and practices to ensure that all our residents and customers are treated fairly and equally. We constantly strive to be more aware and knowledgeable about how age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion/belief, sex, and sexual orientation affect the experiences of our local communities, both individually and collectively. We also make every effort to raise the profile of equality and diversity issues both internally within the Council and across the District. We recognise the importance of fair treatment and equal access to our services and employment opportunities.

The proposal to become a national portfolio organisation, if successful, will have a positive impact in respect of equality and diversity in both services and employment at the Council.

#### **5.0 Digital Implications**

5.1 None.

#### **6.0 Financial Implications FIN (21-22/778)**

6.1 As described at paragraph 3.5 detailed financial plans are currently being costed and as such are not available at the time of writing this report. These will be presented within the Urgent Decision notice once completed prior to the application submission.

6.2 It is anticipated that the Council will bid for circa £300,000 per annum of funding which will allow further activity to take place within the Business Unit, rather than contributing towards reducing the existing budget provision. Therefore it is anticipated that there will not be an additional funding burden on the Council in respect of this grant funding as additional expenditure will match the receipt of the grant funding received.

6.3 The funding is anticipated to last for three financial years from 2023/24 to 2025/26, hence this would therefore require a commitment to the delivery of the programme for that period of time.

6.4 The draft terms of conditions of the grant do not require any match funding from the District Council in order to leverage the grant, nor is there a requirement for the Council to maintain a level of spend post the three year period.

#### **7.0 Community Plan – Alignment to Objectives**

7.1 The proposals will contribute to *the creation of vibrant and self-sufficient local communities*, working directly with communities and disadvantaged groups to create cultural value. This will help *improve the health and well being of local residents* through targeted participatory activity, and the plans will support the Heritage and Culture business unit to *deliver inclusive and sustainable economic growth* as it further cements its position as a cultural destination and hub for the town and district.

**8.0 RECOMMENDATION that:**

- (a) the proposals to submit an application, based around the activity and development plans explored in paragraphs 3.2 - 3.3 of the report, and subject to final approval as detailed in paragraph 3.5 of the report, be approved;**
- (b) subject to the successful application, the formation of a board to be established post-October be approved; and**
- (c) delegated authority be given to the Director - Communities & Environment, following consultation with appropriate Members, to approve the financial plan once fully developed.**

**Reason for Recommendations**

**To capitalise on the opportunity through the Arts Council England to apply to become a National Portfolio Organisation in 2023, maximising our impact through sustained, targeted funding.**

**Background Papers**

Nil

For further information please contact Carys Coulton-Jones on Ext 5773

Matthew Finch  
Director - Communities & Environment

## **POLICY & FINANCE COMMITTEE**

**31 MARCH 2022**

### **CYCLE RACES**

#### **1.0 Purpose of Report**

- 1.1 To seek financial support to host, alongside partners, a Newark Town Centre cycle race and Nottinghamshire leg of the Tour of Britain in 2021.

#### **2.0 Background Information**

- 2.1 Members will be aware of the [report](#) to the Economic Development Committee on 23 March 2022 which offers an update on the Council's Town Centres agenda and associated activity. This report details some opportunities around elite and community cycle races via a pilot 'Town Centre Race' and the returning Tour of Britain.

#### **Newark Cycle Race**

- 2.2 In 2020 the Council was approached with a request to fund (via an underwrite model) a pilot 'annual' Newark Town Centre circuit race event, that will form a critical part of the British Cycling, National Circuit Series, for both men and women. This event will also be the series finale in the British Cycling calendar. The event will also comprise multiple youth races, a regional semi pro and junior race, and an informal community ride aimed at younger children and their families, creating an energetic and inspirational cycling festival atmosphere within the Royal Market Square and town centre on a Friday evening in the summertime. The date to deliver this event is scheduled for 29th July 2022 and has been ring-fenced in British Cycling's national calendar making Newark the central focus of the British cycling world.
- 2.3 The event organisers are seeking to promote cycling as a cultural town centre offer, alongside a sporting offer. To deliver the event the organisers have asked that the Council take on the responsibility of underwriting the cost of the event which has been set at £30k. The role will also include the council procuring infrastructure, stewarding, traffic management & road closures, communications & marketing, prize funding, and headquarters costs which are included in the £30K cost envelope. Therefore the event will be a joint venture between the event organiser - Mr Chris Lawrence, who is a significant and experienced figure in British Cycling who already organizes the well-established and highly successful town centre event, The Barnsley Town Centre Races.
- 2.4 The organiser has stated that entry fees and commercial sponsorship will be sourced into the event and any surpluses from year one, will in effect, reduce the underwritten value for any future years and the ultimate objective is to use this as a pioneer event in order to create a catalyst for a reoccurring annual cycling showpiece. The Organiser will take the lead responsibility for the management of all technical aspects and cycling logistics which will be contained in the Event Management Plan which will include appropriate RAMS.

### What Will This Involve?

- 2.5 The event will require the secure closing roads to create a 1.2km professional cycle racing circuit. The likely highlighted route is at Appendix 1. This route will require a Temporary Traffic Regulation Order (TTRO) in order to close the roads. Any event of this nature will require careful planning and liaison with the highway authority and businesses. That is what is intended, should the event be supported.
- 2.6 The organiser has confirmed that the course is sanctioned by British Cycling, complies with their risk assessment protocols, and the event is managed by a thorough Event Management Plan with support from the District's Safety Advisory Group, which included 'blue light services and highways representation'. The event will host 400 + riders (from Under 12s, to Senior UK Olympic hopefuls) through a thrilling night of racing, and attract upwards of 100 younger families in a community ride. This event is created based on equality, therefore there will be equal standing, and equal prize funding for both the Men's and Women's Events, both of which have 'National Series' headline status.

### What Will be the Impact for Newark?

- 2.7 The event will be highly visible and impactful and a part of the Newark Cultural Heart roll-out. It is envisaged that Newark Town Centre Races will attract 2-3,000 spectators throughout the event, both from casual enthusiasts, the cycling community, and the wider public who desire live sports and cultural events. Currently footfall stands at approximately 8,000 people a day, which would therefore increase footfall by up to 38% on the event day. Further data from Visitor Market Insight for Newark has shown that an average day visitor would spend £63, this would equate to a potential additional increase of £188,000 increase to the local economy.
- 2.8 The event will also support town centre retail and business involvement and will showcase the town centre offering and stimulate business growth. The event has the potential for national and international publicity via British Cycling's media publicity platforms could drive a new audience to Newark. Further local media will use the event to promote the town, including local television.

### Why Support this Event?

- 2.9 Cycling in the UK has been the growth sport for the last decade, and in particular over the Covid19 pandemic there has been a notable increase in 2020 for cycle usage with a 26% increase in cycle trips made across the UK and 62% increase in distance covered in that same period.
- 2.10 Great Britain is the world number one cycling nation combined from both sporting success and a nationwide passion for the bicycle with over 47% of adults have access to a bike. The Newark Town Centre Races, delivered entirely by volunteers on a non-profit basis, gives Newark a true, high calibre national cycling event, leveraging the media profile (both UK and overseas) that a national British Cycling event brings to it by bringing to the streets of Newark current and future Olympic and World stars.

- 2.11 As part of the town fund, The Town Investment Plan was published to 'work with a range of partners to transform Newark into a '20-minute town', giving people the ability to meet most of their everyday needs within a 20-minute walk, cycle or local public transport trip from their home'. The Newark Town Centre Races compliments the NSDC commitment to make Newark a cycling town. Brompton Bikes will also be involved, with a likely business racing event taking place between key leaders of industry and NSDC, who have been volunteered!
- 2.12 The Newark Town Centre Races is a show piece event to the towns civic calendar, but more than that, it gives the town a community event to use as inspiration to its younger residents of the benefits of a healthy lifestyle, which in turn reducing the impact on our health services both locally and nationally. This project will also align with the Newark Heart Programme that will start a delivery phase in summer 2022.
- 2.13 Officers have identified a budget that could support this event for 2022. Officers have informed the event organiser that this is a one year offer only to ascertain and prove the model and therefore no commitment, at this stage, has been made to fund future years.
- 2.14 In order to ensure successful co-ordination the event will also require a project team to deliver the event with the organiser. This will be led by the Health Improvement & Community Relations, with involvement from key officers including; Tourism Manager, Town Centre Development Manager, Business Manager (Heritage, Culture & Visitors) as well as the Town Council Events Team.

### **Tour of Britain 2022**

- 2.15 Members will be aware that Nottinghamshire successfully hosted a stage of the Tour of Britain in 2017 and 2018 and following the success of the two events Nottinghamshire County Council and its districts and boroughs (as a consortium) will have the privilege of once again hosting a stage of this premier professional cycling event in 2022. Stage 5 will take place on Thursday 8<sup>th</sup> September and will cover approximately 175km of the County's road network with a significant amount of the racing taking place in Newark and Sherwood. The route will not be formally announced until 6 April albeit details of likely towns and villages involved will be discussed in advance.
- 2.16 The hosting of the event is a partnership between The Tour of Britain Team, Sweetspot Promotions and the hosting authority. The previous stages in Nottinghamshire were very successful and created a significant economic impact for the area on the back of a fantastic sporting spectacle and therefore the County consortium were keen to see the event return.
- 2.17 In order to secure the Tour a stage hosting fee of £180k is required and this cost will be shared across the consortium depending on the level of exposure the event brings to the each partner. In terms of Newark and Sherwood the contribution will be £10k and officer support to the project team tasked with delivering an outstanding event that ensures the maximum profile and benefit to the County.
- 2.18 The benefit to Newark and Sherwood is tri-fold, in the first instance the event will generate visitors and additional spend in the local community, through TV coverage the county will be showcased to an international audience with coverage an highlights being broad cast to

many countries and thirdly, the event will provide an opportunity for local communities to engage with the Tour to welcome the event and the riders as they pass through their communities and be part of a unique sporting experience.

### **3.0 Proposals**

#### **Newark Cycle Race**

- 3.1 It is proposed that the Council undertakes to support a pilot Newark Town Centre Race with a financial commitment of up to £30,000 for the event in 2022. Further that the Council support the event with an active role in the delivery, promotion, and encouragement of sponsorship as detailed above. This contribution will also be utilised as match funding for an enhanced program of events via the Newark Cultural Heart Towns Fund project.

#### **Tour of Britain**

- 3.2 It is proposed that Newark & Sherwood District Council undertake to support the Tour of Britain with a financial commitment of £10,000 for the event later this year. Further that the Council play an active role in the delivery, promotion, and sponsorship of the event.

### **4.0 Equalities Implications**

- 4.1 Newark Town Centre Strategy/Masterplan – A full equalities impact assessment will be undertaken during the development of the masterplan so that both the strategy, interventions and impacts are considered in its creation.
- 4.2 High Street Diversification Fund – The fund does not have any detrimental equalities implications. In this future round the project lead will implement an equalities assessment for each application form.
- 4.3 High Street Task Force – there are no equalities implications in securing the advice and specialist support. However through active engagement with partners equalities implications will be reviewed.
- 4.4 Newark Cycle Race & Tour of Britain – the event lead will ensure that an equalities impact assessment is undertaken as part of the Event Plan.

### **5.0 Digital Implications**

- 5.1 Newark Town Centre Strategy/Masterplan – no digital implications
- 5.2 High Street Diversification Fund - A need to set up an online application form through the NSDC website by utilising a template previously installed by the ICT team.
- 5.3 High Street Task Force – no digital implications.
- 5.4 Newark Cycle Race – no digital implications.

## **6.0 Financial Implications (FIN21-22/6290)**

6.1 As per paragraphs 3.1 and 3.2 respectively, it is anticipated that £30,000 budget will be required for the Newark Cycle Race for 2022/23 and £10,000 budget for the Tour of Britain for 2022/23. It is proposed that these will be funded from the Change Management Reserve, subject to support of the Economic Development Committee on 23 March 2022 (as at the time of writing).

## **7.0 Community Plan – Alignment to Objectives**

7.1 The activities listed all align with the objective to deliver inclusive and sustainable economic growth by maximising opportunities for supporting the town centres, ensuring sustainable growth through government support, and delivering increased footfall.

## **8.0 RECOMMENDATION**

**That Members approve a budget of £40,000 for 2022/23 funded from the Change Management Reserve to deliver a pilot ‘Newark Town Centre Race’ in summer 2022 in partnership with British Cycling and local traders and to contribute towards the Tour of Britain in 2022.**

### **Reason for Recommendation**

**To support the Town Centre strategy and activities delivered to enhance economic growth within the District.**

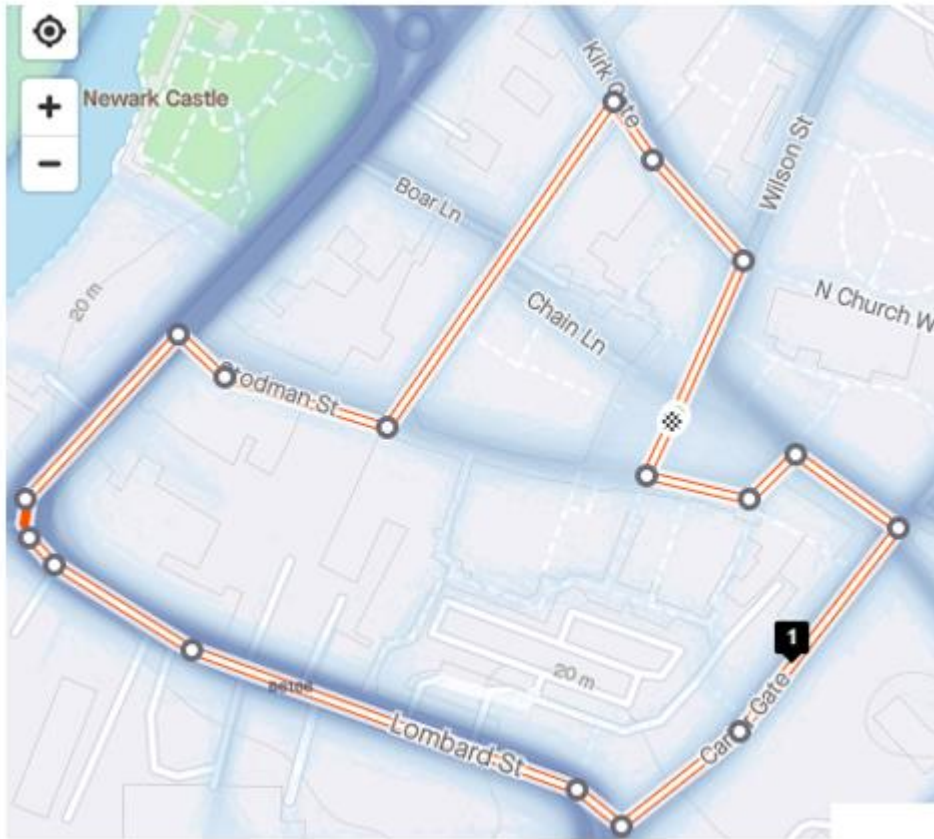
### **Background Papers**

Nil.

For further information please contact Jane Hutchinson on Ext. 5854 or [jane.hutchinson@newark-sherwooddc.gov.uk](mailto:jane.hutchinson@newark-sherwooddc.gov.uk)

Matt Lamb  
Director – Planning & Growth

Newark Cycle Race Route Map





## **POLICY AND FINANCE COMMITTEE**

**31 MARCH 2022**

### **DEVELOPMENT OF RESOURCE IN 2022/2023 – HERITAGE AND CULTURE**

#### **1.0 Purpose of Report**

- 1.1 To seek approval for additional resources in the Heritage & Culture Business Unit, to deliver aspirations within the Community Plan and exploit opportunities that will exist in the financial year 2022/23 and beyond.
- 1.2 The same report will be considered by the Economic Development Committee at their meeting to be held on 23 March 2022.

#### **2.0 Background Information**

- 2.1 In January 2022, Business Managers presented their business plans for the forthcoming financial year, with a view to delivering the aspirations and objectives set out within the Community Plan. In February 2022, SLT also met with the Chairs and Vice Chairs of the Council's Committees, to take stock of the ruling group's manifesto commitments, assess what had been delivered to date and what still needed to be delivered by the end of the current Council.
- 2.2 As would also be expected over the life of a four year Council, funding opportunities have also continued to present themselves as the country seeks to recover from the global pandemic which has had profound impacts over aspects of the economy, our finances and communities.
- 2.3 Having considered all of the above, this paper sets out some of the activities still to be delivered, the opportunities that have arisen and proposes the allocation of resources that would enable the Heritage & Culture Business Unit to respond to these on behalf of the Council.

#### **3.0 Proposals**

- 3.1 The Heritage & Culture sector has been one of the sectors of the economy hit hardest by the pandemic. Following a Government announcement in March 2020, The Palace Theatre, National Civil War Centre – Newark Museum and the Castle, closed to members of the public, with the vast majority of employees within the business unit being placed on furlough.
- 3.2 Over the next two years, the service has responded and re-invented itself to changes in government guidance and even repurposing the theatre in the height of the pandemic to a food hub in what should have been a celebratory centenary year.
- 3.3 Through prudent use of the furlough scheme and successfully applying for various government funding pots to continue to engage with customers in an outdoor or online environment, the business unit achieved budget in 2020/21, then devised a new reduced operating model to navigate the challenging path to recovery which will again lead to the achievement of budget at the end of 21/22.

- 3.4 However, with the current easing of government restrictions, there is a need to regain confidence amongst audiences and visitors and return numbers to pre-pandemic levels. At the same time, there is also huge ambition for the service and Newark as evidenced by the £4.6-million Castle Gatehouse project, with £2.6-million of Towns Fund monies and, similarly, by the £1.6-million bid to the National Lottery Heritage Fund (NLHF) to address some of the project shortfall and to re-imagine how the Castle grounds can be used in a post pandemic environment to bring residents and visitors into contact with the town's heritage and visitor offer.
- 3.5 With an eye to the re-purposing and re-imagining of Newark through the Towns Fund, the business unit is also heavily involved in the High Streets Heritage Action Zone Cultural Consortium Programme. This is essentially a partnership of local voluntary sector and charity groups, which is led by Inspire with substantial support from the Council. The aspiration behind this scheme is to deliver activity in the town, link key heritage spaces and sites and change how people experience Newark Town Centre.
- 3.6 In practice, however, as organisations have responded to the challenges of the pandemic, there have been challenges in both capacity building within the consortium and in resourcing activity and much of the delivery on the ground has been done by the Council through activities such as Fun Palaces. Exciting plans are being developed to grow this programme in 2022 and beyond and the Heritage & Culture business unit will be heavily involved in creating bids for new monies and delivering events and activities.
- 3.7 Longer-term, much of this work will be key as a forerunner to the wider and bigger events and experience programme being envisaged under the Cultural Heart of Newark Scheme being developed as a distinct Town's Fund project.
- 3.8 Additionally, there is also the potential for the Council's Heritage & Culture offer to become a National Portfolio Organisation (NPO) through Arts Council England, which, if successful, could bring an estimated £300,000 per annum of new funding over the next three years as well as continuing to elevate the offer on a national footing. Applications to become an NPO must consider in detail the Arts Council's ten year strategy, its governance requirements and its key investment principles and outcomes. Newark & Sherwood has been placed on the Levelling Up for Culture priority places list and the Arts Council is committing to increasing funding in these areas where possible. The business unit has already identified how its business plan aligns to these aspirations and it is vital that it can capitalise on this opportunity by applying in this current funding round, which covers 2023-26. The application must be submitted by mid-May and is the subject of the Arts Council report also on this agenda.
- 3.9 All of the above – the need to recover, to re-think and re-purpose and re-develop the heritage & cultural offer, as well as mitigate funding risks in the medium term – is placing significant pressures on the Heritage & Culture Business Unit, which post-austerity, has already seen major efficiencies being delivered in its operating subsidy. To illustrate that point, under the Business Manager, the next highest graded officer is on an NS11, with the next operational tier below on an NS8. Management capacity to deliver all of the above is therefore limited.

- 3.10 To deliver the National Portfolio Organisation bid, the Castle Gatehouse and the Heritage Action Zone Cultural Consortium Programme, there is a need to backfill some operational activity to free up some of the management that does exist within the Business Unit to deliver these projects.
- 3.11 This would see the Learning & Participation Officer (NS6, £28k) post being backfilled by an officer whose one-year funded post by the Art Fund comes to an end at the end of March. Similarly, as the draw on the current curatorial staff (1.5FTE) increases through the NLHF and Gatehouse project, there is a need to back fill some operational and exhibitions staff by £20k.
- 3.12 Furthermore, we would also envisage calling upon external, consultancy expertise to assist with the Gatehouse, Towns Fund and NLHF developments with a budget of £6,300 and a similar budget of £1,800 being set aside of consultancy support to help with capacity to deliver the National Portfolio Organisation application.
- 3.13 As such, the total call on one-off funding is for £56,100 which should be seen in the context of trying to meet the competing demands of trying to regain audience and visitor numbers, whilst simultaneously trying to manage the delivery of the Town's Fund project for the Castle Gatehouse of £2.6-million, the National Lottery Heritage Fund bid of £1.6-million and the National Portfolio Organisation application for an estimated £900,000 - £1million over three years.
- 3.14 If successful, the NLHF project creates 2 funded jobs, and the NPO would also fund staff positions and potentially apprenticeships, so we would be creating some job opportunities across the next 3 – 5 years. If successful, the NLHF project also includes funding for external support to deliver the strategic review of the business unit (£6K).
- 3.15 Longer-term, of course, the potential for successful applications is a key component of delivering a re-imagined town centre experience, based upon increased visitors and footfall and new economic benefits.

#### **4.0 Equalities Implications**

- 4.1 There are no equalities implications arising from this report which is about funding. However, should the funding being requested be granted, the schemes would be subject to their own equalities assessments, and both the NLHF and NPO funded opportunities will support an increase in inclusivity and equality in service delivery.

#### **5.0 Digital Implications**

- 5.1 None.

#### **6.0 Financial Implications (FIN21-22/2319)**

- 6.1 As set out at paragraph 3.11 the annual cost for an NS6 post (inclusive of on-costs at the top of the scale) is anticipated to be £28,490 during 2022/23. This includes assumptions in relation to pay awards for the current year and the 2022/23 financial year. This is based on the Councils assumption built into the budget for 2022/23 of a 2% pay award for both the current year and 2022/23. Where there are variations to this, this will generate a slight difference to the quoted value.

- 6.2 The figure of £20,000 quoted above relates to the ability to offer additional capacity to the Collections and Exhibitions Officer (NS6 current currently 0.5FTE) and for additional operational staffing hours at NS8. £10,000 of the £20,000 will allow the officer Collections and Exhibitions Officer to have additional time to support the development of the gallery, whilst the remaining £10,000 will support freeing up senior operations manager time in order to support the various projects. The latter will also be reviewing the Castle's conservations and management plan. It is anticipated that in both circumstances, this will be a maximum additional allowance and that the hours would be as and when needed, rather than a formal increase. The Business Manager would then need to work within each of the budgets.
- 6.3 The additional budgets as set out in paragraph 3.12 relate to 15 days consultancy at £420 per day in relation to the Castle Gatehouse NLHF bid - £6,300 together with consultancy support towards the application to the Arts Council for National Portfolio Organisation status of 4 days at £450 per day - £1,800. The latter is in relation to the potential of an annual £300,000 inward investment for three years which is subject to a separate report as set out in paragraph 3.8.
- 6.4 The total of the above is £56,100 which will need to be funded from the Change Management Reserve.

## **7.0 Community Plan – Alignment to Objectives**

- 7.1 This work will contribute to the delivery of inclusive and sustainable economic growth by capitalising on the opportunities currently available to the team. If subsequent funding bids and plans are successfully delivered, these will contribute to multiple additional objectives, supporting local communities to actively contribute to their local area and supporting health and wellbeing.

## **8.0 RECOMMENDATION**

**That Members approve the allocation of £56,100 in support of the development opportunities arising in 2022/23 funded from the Change Management Reserve.**

### **Reason for Recommendation**

**To facilitate delivery of a number of key strategic priorities for the Heritage and Culture Business unit.**

### **Background Papers**

Nil.

For further information please contact Matthew Finch on 01636 655715.

Matthew Finch  
Director - Communities & Environment

## **POLICY & FINANCE COMMITTEE**

**31 MARCH 2022**

### **BUDGET REQUESTS FOR ENVIRONMENTAL SERVICES**

#### **1.0 Purpose of Report**

- 1.1 To inform members about the extra labour/resource and capital expenditure required to carry out additional work that has recently been secured by the Street Scene Team and to gain approval for the additional staffing and resources required.
- 1.2 This follows successful contract negotiations by Officers within the unit. There is a mixture of internal and external works that will increase revenue income to the Council, as well as redirecting monies currently being spent with private contractors back to the authority.
- 1.3 To inform Members about the additional expenditure needed to establish a network of Green Champions in line with the commitments established in the Community Plan.

#### **Additional Service Capacity Investment**

#### **2.0 Background Information**

- 2.1 In 2018 parks, grounds maintenance, street cleaning and waste services were merged into a single Environmental Services Team. This merger provided opportunities to streamline services and identify new areas of working to increase income to the council.
- 2.2 This has allowed efficiencies to be created which have allowed the team to extend the provision of services to an increased number of internal and external parties.

#### **3.0 Internal Provision**

- 3.1 The grounds maintenance provision for NSDC housing was successfully brought back in house during April 2021. The SLA included provision for Gladstone house, playground works, tree works and general grounds maintenance for all areas of HRA land. In our last report on Street Scene income we reported that in the near future we expected the SLA to be expanded to include new areas such as the new Broadleaves development and many HRA sites that have been converted from garages to dwellings. It would be at this point that additional resources would be required in order to meet our existing high standards and to maintain parity of service for all our sites.
- 3.2 Service level agreements have now been agreed with, Car Parks & Asset Management. These areas are now serviced by the Street Scene team. Both areas had previously been using third party contractors the expenditure for these services now remains within the authority. The increased specification and service delivery has seen a higher quality of work and has undoubtedly increased the satisfaction of car park users and enhanced the offer of our industrial unit rentals.
- 3.3 In addition to the above we are now providing winter gritting services to other NSDC departments. This is run as a 'pay as you go' service dependant on the weather. This particular work is a vital service to Council operations where bad weather health & safety risks are ever present.

#### 4.0 External Customers

- 4.1 In addition to all of the external works highlighted in a previous report Street Scene have now agreed a new 3 year contract with Farnsfield Parish Council to include additional works, not included in previous contracts. There have been new agreements signed with Harby Parish Council as well as additions to the Active4Today SLA which now includes Southwell Leisure Centre.
- 4.2 Externally, grounds maintenance and associated services are now provided to the following parish councils within the district. Approximate income figures for 2021/22 are included for information:

Bilsthorpe Parish Council	£4,016.00
Chuter Ede School	£6,636.15
Farnsfield Parish Council	£8,696.00
Hoveringham Parish Council	£1,675.00
Kings Clipstone Parish Council	£875.00
Kneesall Parish Council	£470.00
Lowdham Parish Council	£13,942.00
Wellow Parish Council	£440.00
<b>Total:</b>	<b>£36,750.15</b>

- 4.3 In addition to the above we have managed to negotiate a 1 year extension with Newark Town Council that now sees our agreement with them run until March 2023. This contract brought in £165,902 to the Council last year. This contract covers grounds maintenance, parks and play areas, street cleansing and litter bin services. This is included in the Grounds Maintenance Budget.

- 4.4 Increases for the new Financial Year in addition to the above table are as follows

Harby Parish Council	£1,065
Farnsfield Parish Council (additions)	£3,010
Southwell Leisure Centre (addition to SLA)	£1,348.20
HRA SLA additions	£15,181.31
Millers Housing Development	£4,421.78
<b>Total:</b>	<b>£25,026.29</b>

#### 5.0 Growth of the Department

- 5.1 In addition to all works tabled above we also offer a suite of additional services to external customers. For example during 2020/2021 we have brought in an additional £4,835 in monthly, quarterly and yearly playground inspection fees. There is an opportunity to develop this further with additional resource.
- 5.2 As colleagues will be aware all of the increase in income has enabled internal investment. 7 full time members of staff have been recruited to work on the Housing SLA and 1 FT member of staff to cover the SLA with Asset Management. We have also recruited 1 member of staff on a zero hour relief contract to assist with Parish Council Tender Wins. This has enabled us to offer more jobs to local people.

## 6.0 Service Offering

6.1 The range of services that we are now able to offer to both external and internal parties are as follows:

- Street Cleansing
- Grounds maintenance
- Winter Gritting
- Litter and Dog Bin Servicing and Fitting
- Play area inspections and Repairs
- Arboricultural services
  - Tree surveys
  - Tree works

6.2 Recently the department has been able to offer arboricultural services in a collaboration with an external tree surgeon. This relationship allows us to act as “middle man” for many external clients, enabling us to help customers whilst adding an administration fee. At the same time our in-house Street Scene team has been able to conduct small tree works. It is anticipated that there will be further opportunities for additional works once the Council’s own Tree & Landscapes Officer is embedded in the role. Again we would need to be resourced sufficiently to absorb the extra work.

## 7.0 Limitations

7.1 The unit is now at a crossroads. To enable us to move ahead with the additional works tabled above and look to secure additional income we need additional resource in the form of 1 additional member of staff with the appropriate vehicle and equipment. The table below are approximate costings. The cost could fluctuate depending on timing.

Suitable vehicle complete with ramp & equipment	£30,000
Ride on mower	£9,000
Additional machinery	£4,000
<b>Total Capital</b>	<b>£43,000</b>
Estimated 2022/23 salary + oncosts of full-time employee at NS5, based on 2% pay awards in 2021/22 and 2022/23	£25,690
Uniform and sundries p.a (initial cost would be slightly higher)	£200
<b>Total Revenue</b>	<b>£25,890</b>

7.2 Any significant expansion of external or internal service offering will have to be met by internal investment or a reduction in internal service standards. Commercially it is not possible to wait until a “full order book” is achieved before resources are put in place to carry out the contracts. The current team is at full capacity so there is a need to scale up before we can start to bid for additional work to support this additional resource. Officers are confident that they can continue to grow the commercial side of the unit, but investment is needed now if the Council is committed to its commerciality agenda.

7.3 The additional work/tenders undertaken over the last 2 years has diminished our ability to be agile and the ability react in a timely manner is key to a good commercial response. Potential commercial customers/partners expect us to react in a similar way and time frame as the private contractors we are bidding against. This report highlights the current situation but if the council is to be more commercially active in the future, this is request for investment is unlikely to be the last. Officers feel that the response to this report could shape the way the unit moves forward in the future.

## **8.0 Green Champions**

- 8.1 Members will be aware of the Council's ongoing greening agenda and the important role volunteer groups play within our Cleaner, Safer & Greener programmes. The service relies on such groups to carry out ad hoc and prearranged visits as well as being the local eyes and ears as far as the environment is concerned.
- 8.2 Members will also be aware of the council's busy programme of community engagement and resident well-being initiatives. Area "walkabouts" and Days of Action being just a couple.
- 8.3 However, there are still areas of land which do not fall under the Council's direct area of responsibility or where residents want to make a positive contribution themselves. Over recent times through the popular Days of Action or national programmes such as the Great British Spring Clean, the Council has facilitated community litter picks from diverse areas of the district, with the aim of increasing local pride in places and putting more parts of the district under local management where appropriate to do so.
- 8.4 During the last two years we have noted changes in behaviour and lifestyle brought about by the Covid-19 pandemic and high profile news coverage of the Climate Emergency.
- More people than ever are out walking, visiting parks and green spaces and noticing litter.
  - More individuals than ever are asking us for equipment so they can help with litter collection.
  - Many volunteers are preferring to go out every day on their own to litter pick, whilst dog walking or during the school run rather than joining a larger group activity.
  - We have seen a surge in requests for help via phone calls, customer services requests, emails, text messages and social channels. Keeping track is getting harder.
- 8.5 Within the Community Plan there is a commitment to try to formalise this will from local volunteers and communities through what has been called a 'Green Champions' network and now, with the rollout of the MyAccount web system and the Green Rewards app, there is an opportunity to try to tie some of this together in a more efficient and strategic way.
- 8.6 Currently as part of a business unit collaboration (Community Relations and Environmental Services) we support around 100 event organisers or individuals with volunteer litter picking. However, we are proposing a more high profile branded scheme which encourages new volunteers, helps address increased demand and which helps us support environmental volunteers in a more efficient and manageable way.
- 8.7 In future, it is envisaged that anyone wanting to deliver a community litter picking activity or planting exercise, for example, could make the request via the MyAccount platform. This would enable the Council to arrange for the delivery of litter-pickers, branded high vis vests, litter hoops and bags, as well as agreeing the location for collection of waste collected through the activity. Crucially, what this will enable environmental services to do is develop a map to understand what parts of the district are benefiting from community involvement such as this, whilst then trying to build community capacity in parts of the district that are not.



- 8.8 As an incentive to sign up to the new MyAccount system we aim to recruit around 400 regular volunteers who will be supplied with equipment to litter pick their local area. The equipment being issued on an ongoing loan basis with the resident holding the kit for as long as they require. Information collected through the MyAccount platform will enable the Environmental Services Team to monitor who is utilising the equipment so that unused items can be returned for reuse.
- 8.9 With the advent of the Green Rewards app, there may be scope for these residents to be encouraged to log both these cleaner and greener activities, as well as those they do at home, on the app, so that further behaviour change is encouraged across the district as well as people being rewarded for the activities they have undertaken. If this scheme was approved, it would also be the intention to recognise individuals and groups who have made a difference in their communities through some form of annual award and recognition.
- 8.10 In order to facilitate the Green Champions scheme, there is a request for a one-off sum of £15,000 to purchase 400 litter pickers, hoops, bags and branded high vis vests, which the Council would make available to those in the scheme. Clearly, this is a finite sum. However, the aspiration would be that through the Green Rewards app or grants that become available, the Council would look to assist Green Champions into the future by purchasing their own replacement kit, whilst only making Council purchased kit available to new groups.

## **9.0 Future Opportunities**

- 9.1 **Investment in Capacity** - Currently the business unit has a number of works in the pipeline awaiting a decision on additional resource including a significant maintenance provision for the Middlebeck Housing Estate. Provision of additional staff, vehicle and equipment resource will ensure we are positioned to take advantage of the opportunities presented.
- 9.2 **Green Champions** – by encouraging residents to become Green Champions, we create a platform for the communication and implementation of future green initiatives. With key individuals throughout our communities already engaged with the Council's green ambitions.

## **10.0 Equalities Implications**

- 10.1 There are no equalities implications arising from this report which is about funding. However, should the funding being requested be granted, the schemes may be subject to their own equalities assessments.

## **11.0 Financial Implications (Additional Service Capacity Investment (FIN21-22/3387))**

- 11.1 This report requests the additional funding outlined in paragraph 7.1 above.

### Revenue

- 11.2 In terms of employee spend together with anticipated uniform costs, the anticipated cost at the bottom of the scale for NS5 is £25,890 which includes an allowance of 2% pay award for both 2021/22 and 2022/23. Where the pay award is awarded lower than this, there will be a slight variation to this.

- 11.3 The additional income as set out at paragraph 4.4 will therefore contribute towards offsetting this additional cost. The shortfall in 2022/23, based on the additional income generation of £25,026 will therefore be £864 which would need to be added to the general fund budget during 2022/23 and future financial years. This will however create capacity in order to generate further income as described at paragraph 5.1. Any additional funding generated, over and above the £25,026 will therefore reduce the additional requirement to the general fund of £864.
- 11.4 From an HRA perspective, £11,630 is currently within the budget for 2022/23 in respect of the additional cost, and hence the remaining £3,151.31 can be funded from within the miscellaneous expenses budget within the central support services cost centre.
- 11.5 The additional requirement in respect of the Green Champion scheme of £15,000 is not currently in the budget for 2022/23. The current forecast balance on the Cleaner, Safer and Greener reserve is £43,510, hence this could be utilised from this reserve.

#### Capital

- 11.6 The total requirement for capital comes to £43,000. There are currently sufficient capital receipts in order to be able to fund this additional expense.

#### **12.0 Community Plan – Alignment to Objectives**

- 12.1 The actions of the team support the following community plan objectives:
- Continue to maintain the high standard of cleanliness and appearance of the local environment.
  - Enhance and protect the district's natural environment.

#### **13.0 Leisure & Environment Committee**

- 13.1 This item was considered by the Leisure & Environment Committee at their meeting held on 22 March 2022 who recommended approval.

#### **14.0 RECOMMENDATIONS that:**

- (a) Members note the significant increase in income and work conducted by the Environmental Services Street Scene Team;**
- (b) Members note the capacity for expansion and approve the request for the additional funding outlined in 7.1 above to enable the Street Scene team to continue with improved service delivery standards and put in place the resources to continue with its commercial development;**
- (c) the proposal for an additional £870 budget to the Grounds Maintenance budget for 2022/23 funded from the Change Management Reserve in 2022/23 and in future years added into the Base budget (subject to any additional income generated during 2022/23) be approved;**
- (d) the proposal to allocate £43,000 into the capital programme for 2022/23, funded by capital receipts be approved; and**

**(e) the utilisation of £15,000 from the Cleaner, Safer & Greener reserve during 2022/23 in relation to the Green Champion scheme be approved.**

**Reason for Recommendations**

**To further develop the service through the provision of further resource.**

**Background Papers**

None.

For further information please contact Andrew Kirk – Business Manager – Environmental Services on extension 5566

Matthew Finch  
Director - Communities & Environment

## POLICY & FINANCE COMMITTEE

31 MARCH 2022

### MARKET SUPPLEMENT EXTENSION - TRADES TEAM

#### **1.0 Purpose of Report**

1.1 To request approval for the current 10% market supplement to be continued for twelve months to enable a service review to be completed for skilled trade operatives within the Housing Maintenance and Asset Management Business Unit.

#### **2.0 Background Information**

2.1 Skilled trade operatives are critical to the delivery of the Repairs and Maintenance function in relation to the Council's housing stock. The operatives work on 400 void properties and up to 14,000 repairs per year.

2.2 The business unit has been experiencing significant recruitment and retention issues for a number of years which led to the initial request for the application of a market supplement in 2019.

2.3 The original case for a 10% market supplement was approved in November 2019 for a period of 1 year until October 2020. It was then extended and is due to end on 31 March 2022. We have seen a slight reduction in leavers since the market supplement was introduced; 9 in the 2.5 years before and 6 in the 2.5 years since.

2.4 During the period that the market supplement has been in place, recruitment has remained difficult. For example:

- We tried 6 times between Feb 2020 and Jan 2022 to recruit electricians; we had 5667 network views, 8 applicants and 1 successful candidate.
- We tried 3 times between Dec 2019 and Oct 2020 to recruit Gas Fitter Plumbers; we had 1836 network views, 3 applicants and 1 successful candidate.

2.5 As this is a temporary increase, it gives no certainty to pay and with the cost of living crisis, removal at this time could seriously impact our ability to retain operatives. This would lead to an increase in spend on agency staff and/or disruption to the service that we can provide.

2.6 The business unit is already taking steps to 'grow our own' by training up apprentices but this is a long process for trades – 4 years for an Electrician to become fully qualified, for example, and 2 years for a Joiner.

2.7 We currently have salary budget for 3 apprentices and have 2 in post with one due to finish at the end of March. Consideration is being given to which Apprenticeship Standards will be of most use to use going forward.

2.8 Recruiting additional apprentices rather than qualified staff would be of limited benefit as they are not able to work on their own for a significant part of their qualification.

### **3.0 Proposals**

- 3.1 To continue the market supplement until March 2023 to enable the Business Manager and Human Resources to undertake a service review of roles and impact on base salaries.

### **4.0 Equalities Implications**

- 4.1 The consolidation of the market supplement will be paid to all skilled trade operatives regardless of any protected characteristics. It is worth noting, however, that this group of staff is made up solely of males despite roles being advertised widely.

### **5.0 Digital Implications**

- 5.1 There will no digital implications as we are not looking to increase the establishment.

### **6.0 Financial Implications (FIN 21-22/4429)**

#### **6.1 Revenue Current Year**

The budget setting process for 2022/23 did not include the 10% market supplement for the skilled trade operatives within the HHW directorate as it was due to end on 31<sup>st</sup> March 2022.

- 6.2 The market supplement at the maximum grade for that trade, fully staffed, would be approximately a £70k increase in budget. However, based on the level of vacancies experienced in the last three months, would probably equate to nearer £55k.
- 6.3 If this is approved, the additional budget would be covered from either salary underspends (which have been significant since bringing the service in-house) or from the HRA efficiency savings reserve for the year. For future years, this cost would form part of a service review report whereby the grades are set to try and reflect the market rates for such trades.

#### **Revenue Future Years**

- 6.4 For future years, this cost would form part of a service review report whereby the grades are set to try and reflect the market rate for such trades.

#### **Capital Implications**

- 6.5 None.

### **7.0 Community Plan – Alignment to Objectives**

- 7.1 This report links to our role of creating more and better quality homes through our roles as landlord, developer and planning authority.

### **8.0 Comments of Director**

- 8.1 This extension will enable a full service review to take place within the Business Unit.

**9.0 RECOMMENDATION**

**That the continuation of the market supplement for twelve months be approved.**

**Reason for Recommendation**

**To enable uninterrupted provision of our repairs service.**

**Background Papers**

Nil.

For further information please contact Caroline Wagstaff on Ext 5420.

Suzanne Shead  
Director of Housing Health and Well-Being

## **POLICY & FINANCE COMMITTEE**

**31 MARCH 2022**

### **SHERWOOD LEVELLING UP**

#### **1.0 Purpose of Report**

1.1 To update Members on the Sherwood Levelling Up opportunities and to seek flexibility to use positive variances in salary due to vacancies to support delivery of the Sherwood agenda.

#### **2.0 Background Information**

2.1 Members will be aware of the [Levelling Up update](#) provided to the Economic Development Committee held on 23 March 2022.

##### Sherwood Parliamentary Constituency Levelling Up Fund

2.2 Members will recall that the LUF is a £4.86 billion capital fund to invite proposals from local authority areas for individual projects or a package bid (similar to the Towns Fund) consisting of multiple projects. District Councils within two-tier areas are eligible to submit bids for each constituency area (up to £20m per area) which lies wholly or partly within their boundary. – in our case ‘Newark’ and ‘Sherwood’. County Council’s with transport powers are eligible additionally to submit one transport bid (up to £50m). All bids should have the approval of the relevant authority responsible for delivering them. For example, transport bids submitted by district councils should have the approval of their relevant transport authority.

2.3 Round One LUF bids were invited in July 2021 for projects that were “well advanced” and “capable of delivery and spend starting this [2021/22] financial year”. NSDC submitted a Newark Constituency LUF bid for the Newark Southern Link Road (SLR). As detailed elsewhere on the agenda this was successful in securing £20m, with NSDC being one of only 13 authorities nationally to have secured a signed Memorandum of Understanding with the Department for Transport. We are the only District Council in the country to have done so.

2.4 The [Levelling Up White Paper](#) was published on 2 February 2022. The White Paper offers further detail on Devolution and current and future funding opportunities. The White Paper does not offer any detail on any round two of LUF (either timetable or content), stating “Details of future rounds of the fund will be set out soon.”

2.5 The White Paper is helpful in setting out a defining mission for the government to “break that link between geography and destiny” and setting out a list of key objectives as follows:

1. Boosting productivity and living standards by growing the private sector, especially in those places where they are lagging;
2. Spreading opportunities and improving public services, especially in those areas where they are weakest; restoring a sense of community,
3. Local pride and belonging, especially in those places where they have been lost; and,
4. Empowering local leaders and communities, especially in those places lacking local agency.

- 2.6 The above objectives align with the work already undertaken by the Council and its partners, who have at the heart of our intent a willingness to reduce geographic economic, social, and health inequalities. This is further explored in the update below from the first meeting of the Sherwood Levelling Up Board.

#### Nottinghamshire County Council Levelling Up Fund

- 2.7 It remains the intention that Nottinghamshire County Council will submit a round two LUF bid which seeks to secure the reopening of the Robin Hood Line in the form of a likely Shirebrook-Ollerton hourly service, extending the current Nottingham-Mansfield Woodhouse service between Nottingham and Ollerton. Any proposals will include the reopening or provision of new stations at Warsop, Edwinstowe and Ollerton. Officers continue to work closely with colleagues at NCC, Mansfield, Bassetlaw, and Ashfield as the feasibility work develops.

#### Sherwood Levelling Up Board

- 2.8 The Council and over 40 of its public, private, and voluntary sector partners conveyed for a first Sherwood Levelling Up Board in November 2021. This group focused on identifying the current challenges for the area, the activities, projects, and programs that are already taking place which could be capitalised upon, and what the future agenda and deliverable projects may look like. Initial projects references are around Ollerton Town Centre (and associated public sector and public transport hubs), Forest Corner, Thoresby Vale (linking also with Blossom Homes), Sports and Recreation (possibly in partnership with colleagues from Nottingham Forest, the YMCA, and Active4Today), and creation of new employment (Clipstone & Rainworth). All projects will be identified, developed, and refined through the Sherwood Board which is effectively acting as a steering group at the current time.
- 2.9 Following the publication of the Levelling Up White paper and associated objectives it is proposed to reassemble the Sherwood Board immediately after the Easter break. The Board will be invited to build further on previous discussions, identifying activities, assets, and projects which could form part of what is currently referred to as a 'Sherwood Place Prospectus'. Such a prospectus would be framed such that it would allow this Council, as an accountable body, to apply for future LUF and other funding opportunities. NSDC and NCC Members will also be invited to contribute with a session scheduled prior to the Easter break.

#### Commissioning

- 2.10 Members will recall previous decisions to create additional posts to assist our Levelling Up and Regeneration agendas. This has included the creation the Business Manager Regeneration and Housing Strategy and 3 no, new Senior Regeneration Officers (two within the Housing team and one within Economic Growth). The Business Manager role has now been recruited to, as has one of the three Officer posts. To ensure momentum is maintained it is proposed to commission a multi-disciplinary 'Sherwood Place Prospectus' team to drive the work now required, in addition to utilising agency support for internal program management utilising any staffing underspends. The full team will be in place by Easter.



### **3.0 Equalities Implications**

3.1 Each project and fund is required to specifically address equalities and access implications as they are developed. This will be captured in detail through the scheme and any relevant Business Case and assurance submissions.

### **4.0 Digital Implications**

4.1 There are digital implications within many of the plans and projects identified, with the need to ensure appropriate digital infrastructure, skills and future innovative and creative employment opportunities being key to many objectives. Each project will be required to identify this as they progress.

### **5.0 Financial Implications (FIN21-22/3136)**

5.1 The multi-disciplinary ‘Sherwood Place Prospectus’ consultancy team referred to in paragraph 2.11 is anticipated to cost up to £125,000. Spend will be funded from the £125,000 of Levelling Up Fund capacity funding received from central government in June 2021.

5.2 As also referred to in paragraph 2.11, there are currently two vacant senior regeneration officer posts: one within the Housing team and the other within Economic Growth. It is proposed that the temporary savings in 2022/23 from these posts remaining vacant be used to procure additional support.

5.3 The current full-year 2022/23 estimated salary plus on-costs of each senior regeneration officer is £47,609.

<b>Vacant post in</b>	<b>Committee</b>	<b>Grade and spinal column point (SCP)</b>	<b>Estimated full-year 2022/23 salary and oncosts (£)</b>
Housing	Economic Development	NS12 – SCP 32	47,609
Economic Growth	Homes & Communities	NS12 – SCP 32	47,609
			<b>95,218</b>

5.4 This Committee’s approval is required to enable Economic Development Committee to procure additional support if, as is proposed, this is to be part-funded from the temporary saving in 2022/23 from the housing-based senior regeneration officer post remaining vacant.

### **6.0 Community Plan – Alignment to Objectives**

6.1 The Levelling Up Agenda is of such scope and breadth that it will significantly contribute to delivering all of the Council’s Community Plan objectives.

### **7.0 RECOMMENDATIONS that:**

**(a) the update be noted;**

**(b) the underspend associated with the Senior Regeneration Officer vacancies held within the Housing, Health & Regeneration and Economic Growth & Visitor Economy Business Units be made available to secure additional resources to allow the development, production, and submission to Government of a Sherwood Prospectus.**

**Reason for Recommendations**

**To continue the development of the Sherwood Levelling Up agenda.**

**Background Papers**

Sherwood Levelling Up White Paper, 2022.

For further information please contact Matt Lamb on Ext. 5842.

Matt Lamb  
Director – Planning & Growth

## **POLICY & FINANCE COMMITTEE**

**31 MARCH 2022**

### **COMMUNITY PLAN PERFORMANCE FOR QUARTER 3 2021/22**

#### **1.0 Purpose of Report**

1.1 To present the quarter 3 Community Plan performance report (October-December 2021).

#### **2.0 Background Information**

2.1 We are taking a new approach to performance to develop performance management from a counting device and into a tool used to drive improvement. 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. We are also working to make performance easy to understand, engaging and relevant. This is the second report to Members using this new style of reporting.

#### **3.0 Proposals**

3.1 Committee to review the quarter 3 Community Plan Performance report (**Appendix 1**) and note the additional housing performance indicators (**Appendix 2**) where relevant.

#### **4.0 Equalities Implications**

4.1 None.

#### **5.0 Digital Implications**

5.1 None.

#### **6.0 Financial Implications**

6.1 None.

#### **7.0 Community Plan – Alignment to Objectives**

7.1 Aligns to all objectives.

#### **8.0 RECOMMENDATION**

**That the Members review the Community Plan Performance report attached as Appendix 1 to the report.**

#### **Reason for Recommendation**

**To enable members to proactively monitor the Council's performance and assess the Council's progress against achievement of the objectives laid out in the Community Plan.**

Background Papers

The Community Plan.

For further information please contact Ella Brady on Ext.5279

Deborah Johnson

Director - Customer Services & Organisational Development

# Newark and Sherwood District Council Performance Report

2021-22 Q3

1 October to 31 December 2021



**Contact Us**

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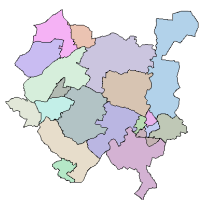
@Newark and Sherwood District Council

# Introduction

We, Newark and Sherwood District Council, aim to do everything we can to enable local residents and businesses to flourish and fulfil their potential, as well as encourage visitors to enjoy all that our area has to offer. How we intend to achieve this purpose is laid out in our [Community Plan](#) (2019-2023). This plan was informed by the views of residents and lays out the Council's objectives over four years as well as the activities that will help achieve these objectives.

This report examines how the Council has been performing against the Community Plan. It examines data to look at the performance of key services and delivery against the activities outlined in the plan. This report examines the Council's performance and achievements from 1 October to 31 December 2021 (quarter 3).

We know the value of understanding our performance as this knowledge allows us to embed and disseminate good practice and quality service delivery as well as identify and tackle areas for improvement. The Council's performance is measured in four parts;



## Our District

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

Page 2



## Our Performance

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

Page 3



## Our Customers

A look at what our customers are telling us about the services they receive and insight into how we are learning from customer feedback

Page 21



## 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.

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## About Newark and Sherwood...



A resident population of 123,127 (14.7% of Nottinghamshire's population).

54,992 dwellings of which 10% are owned by the Council (social housing).

The average age is 45.5 years. 5.3 years older than the English average of 40.2 years. 22.4% of Newark and Sherwood's residents are 65+. Higher than the England average of 18.5% and Nottinghamshire average of 21%.

There are on average 1.89 people per hectare within the district. This is sparser than the England average of 4.34 people per hectare and the Nottinghamshire average of 4 people per hectare.

70.4% of the district's working age population (16 to 64) are qualified to a Level 2 or higher. This is 7.8% lower than the England average of 78.2%.

Median gross annual pay for residents is £30,679. This is 2.26% higher than the Nottinghamshire average but 3.42% lower than the England average.

## How is our district?

This data tell us something about our district in quarter 3 (Oct-Dec 2021). Most of these indicators are not factors we can directly affect, only influence, but they add context to the work we undertake.



**767 dwellings completed** by March 2021. A 38.9% increase from the previous year.

**195 affordable homes completed** by March 2021. A 45.5% increase from the previous year.

**7,296 dwellings committed or under construction.** A 5.8% decrease from the previous year.

The number of planning applications we receive gives an indication of the level of construction planned in the district. The number of applications have risen across the board compared to quarter 2. Commercial applications have decreased against the same period last year but residential applications and minor and major applications have all increased against the same period last year;

**18 commercial planning applications** were validated

**169 residential planning applications** were validated

**44 major planning applications** were received

**896 minor planning applications** were received



**2,600 people are currently unemployed** across the District. This is a reduction of 4% since quarter 2 and a 31% reduction compared to the same period last year.



**9.5% of town centre retail premises were vacant** in quarter 3 (the town centres measured are Newark, Edwinstowe, Ollerton and Southwell). This is the same as quarter 2.

Over quarter three **115 businesses were 'born' and 120 businesses 'died'**. This is comparable to the previous quarter.

## Interactions with the Council

This information shows how busy quarter 3 has been for the Council in terms of customer interactions.

- **927 face to face contacts** were held at Castle House. This is a 218% increase since quarter 2 but is still lower than pre-Covid levels (Q3 in 2019/20 was 10,995 contacts).
- **90,010 calls** were made to the contact centre. An 11% increase from the same period last year.
- **13,627 digital web form transactions** were completed by our customers. A 100% increase from last quarter.





**What we have been doing this quarter;**

- ⇒ The increasing number of Covid infections, due to the Omicron variant, triggered the Local Resilience Forum to request that HART once again take more support referrals for district residents. Therefore, the HART team was stood up again to provide cover over the festive period.
  - ⇒ We also stepped up to support the incredible work of the NHS and CCG in delivering the booster vaccination programme in the lead up to Christmas. After the new-walk in site opened on 20 December at Newark Showground, alongside more than 50 other vaccination sites across Nottinghamshire, Councillors and officers from across the Council signed up to volunteer their time to support the mass vaccination programme.
  - ⇒ This winter we supported Nottinghamshire County Council to deliver the Department for Education Holiday Activities and Food (HAF) Programme. The Community Relations team managed the district's programme over the school Christmas holiday period supporting children and young people aged between 5 and 16 who are in receipt of benefits-related free school meals. 450 places were commissioned through 4 providers with events including; a trip to the Palace Theatre where young people were treated to craft activities, a hot lunch and a festive panto performance, and a programme of events with Active4Today including swimming and multi-sports which also included a hot lunch.
- 
- Image: Promotion of the HAF Christmas Activities*
- ⇒ Staff also referred residents to the Household Support Grant. This grant is distributed by us to support vulnerable households to meet daily needs such as food, clothing, and utilities. By the end of December residents had received £38,000 in food vouchers and £25,000 in energy vouchers. The Customer Services team dealt with resident requests and as of 21 December 27% of all the referrals across Nottinghamshire (excluding the City) had come from NSDC.
  - ⇒ We generate income for local causes through our Community Lottery. We currently have 56 good causes signed up to the Lottery and at the end of December 25,000 tickets had been sold generating £12,500 for registered good causes. In addition a further £2,500 was generated through the Operator Fund and this will be distributed to a number of the registered good causes through a lottery draw.
  - ⇒ In line with our digital declaration, and to encourage the use of our digital services, we have been training involved tenants to develop their digital skills and enable them to train other tenants. This digital training is now complete and we are finalising the content of the lesson plans and handbook. These resources will then be tested during a number of pilot sessions at Chatham Court Hub before the training is cascaded to other tenants. The engaged tenants wishing to progress further with their digital learning have been connected with Inspire and Newark College.
  - ⇒ The Lowdham Cocker Beck flood alleviation scheme successfully secured Outline Business Case (OBC) approval from the Environment Agency, and therefore can progress to the Full Business Case (FBC). The formal planning application for the Lowdham scheme was submitted in October.
  - ⇒ Work to increase the flood resilience of local communities has continued. We have requested the Flood Management Authority (Notts County Council) share the most up to date list of Newark and Sherwood's flood wardens and all the flood resilience store contacts have been reminded of the need to submit up to date details. This allows us to keep our contact register up to date and plan for future training.



### Activities continued;

- ⇒ The Parish and Town Council Initiative Fund is a £200,000 grant fund programme and the focus of the scheme between 2020 and 2023 is 'Cleaner, Safer, Greener' in line with our commitment to making the district a better place to live. The first year of the grant focused on 'greener' and the impact of the grant scheme in year one was reported to Committee in September 2021. For the second year of the scheme grants focus on 'safer' and 10 applications were awarded in the November cycle of the fund.
- ⇒ Our work to tackle speeding continued this quarter. We provided training, assistance and advice to a number of new and existing groups and Community Speedwatch was carried out at the Clipstone day of action.
- ⇒ We are seeking to enhance and improve the opportunities for tenant engagement. A plan for tenant engagement was developed and taken to tenants for consultation. The response to the tenant engagement consultation was low in numbers highlighting that alternative methods of engagement need to be employed, and we are currently looking at using social media, targeting specific neighbourhoods for pop up events, and telephone and door knocking campaigns. However, the survey did enable 33 new tenants to be engaged, meaning that at the end of December we had 71 actively engaged tenants.
- ⇒ We also successfully ran a by-election for a vacancy in the Rainworth South & Blidworth Ward.

### Our Customers said:-

"I would just like to say what a pleasure it always is when coming in to Castle House for any reason. The staff are always friendly and helpful, no matter what the query or problem is. I must also say how useful the computers in the entrance area are to me. I do not have any form of laptop/i-phone myself, as such it is getting more and more difficult to get by in the modern world. I have recently been searching for work, and without use of your computers I just would not stand a chance, they are a lifeline."



## Deliver inclusive and sustainable growth



### What we have been doing this quarter;

- ⇒ 7 priority projects were identified for funding as part of the Newark Town Investment Plan. The projects continue to move forward and be delivered with progress as follows;
  - ◇ The Construction College opened in summer and continues to deliver skills development and training.
  - ◇ The planning permission for the International Air & Space Technology Institute (IASTI) has been submitted to be considered in February 2022 and the full business case for the site should be completed by March 2022. Currently the 50 students studying with IASTI are based at Newark College with the aim of moving to the specialist premises in September 2023.
  - ◇ The demolition of the Cattle Market is complete allowing progression with the Gateway Scheme and discussions are ongoing with Highways England regarding the effect of the A46 on the project.
  - ◇ The planning application for the redevelopment of Stodman Street will also be considered in February 2022 and, pending approval, construction will start in summer 2022.
  - ◇ The business case for 'Cycle Town' part of the aspiration to work with a range of partners to transform Newark into a '20-minute town' was approved. We will now progress to deliver new cycle hubs across Newark.
  - ◇ The project to enhance the visitor experience at Newark Castle is progressing. A full business case is in development and a bid for National Heritage Lottery funding is being created.
  - ◇ Newark Cultural Heart, a project which plans to drive and measure additional footfall and local spend through the repurposing of public buildings and spaces, an ongoing calendar of events and activities, and development of a brand for the town is progressing with the creation of a full business case, and a public realm assessment is being planned.
- ⇒ The 'Future First Expo' was delivered on 3 November 2021. 1,200 young people attended from 8 schools alongside 50 employers. This interactive event showcased everything the area had to offer in terms of careers, training and education to the young people in attendance. The event was a success and we are planning to undertake another Expo in Autumn 2022.
- ⇒ We are continuing to facilitate the Employment & Skills Board (ESB) which looks to bring together employer voices to tackle employment and skill issues. The board is currently reviewing its course provision to ensure it delivers a programme that will improve the skills of the district's workforce, with courses such as, English for Speakers of Other Languages (ESOL) and HGV (driver) boot camps planned for the upcoming programme.
- ⇒ We continue to lead, shape, influence or in some cases directly deliver key required infrastructure including;
  - ◇ Continuing to work on the design and delivery model of the A1 Overbridge with Highways England and Nottinghamshire County Council.
  - ◇ Continuing to plan for the delivery of the Southern link Road with a wide range of partners. The Council was successful in its bid to the Levelling Up Fund (LUF). This road was part of this bid and secured £20 million of funding.
- ⇒ The fourth round of the High Street Diversification programme, offering businesses small grants focused on diversification of social media, has closed and the evaluation of the fund is being reported to the Economic Development Committee in January 2022.
- ⇒ We offer a comprehensive programme of support to ensure sustainable economic growth for local businesses. In the year to date the support included;
  - ◇ 30 sessions held giving Information, Advice and Guidance (IAG) for businesses
  - ◇ 196 occasions where we have provided support for businesses to obtain grant funding
  - ◇ Over 70 local businesses supported with training and mentoring programmes

## Activities continued...

- ⇒ In the November 2021 budget the Chancellor confirmed the successful outcome of the Council's £20m Levelling Up Fund (LUF) for the Newark Southern Link Road. We have also had confirmation of a £1million receipt towards the York Drive Regeneration project from the Brownfield Land Release Fund. Also, in partnership with Nottinghamshire County Council, a grant of £1.4million has been confirmed for 4 projects across Newark & Sherwood. The Council continues to horizon scan and ensure it is prepared to access grant funding opportunities, and we are expecting to apply for grants in the following areas; a Heritage Lottery Fund grant for the Castle Gatehouse project, funding from the Decarbonisation Fund to reduce our carbon footprint, a bid to the Levelling Up Fund and a bid to the (yet-to-be-launched) UK Shared Prosperity Fund.
- ⇒ Work continues on the production of a draft 'Allocations & Development Management Development Plan'. The key factor effecting amending of this document is the securing of deliverable pitch provision for the Gypsy and Traveller community. Planning Policy are engaging with relevant colleagues within the Council to meet this challenge.
- ⇒ Work is continuing to complete the re-purposing of the Buttermarket. A planning application has been submitted for works to improve the access to the second floor and negotiations with prospective tenants continue.
- ⇒ We continue to work with Parish and Town Councils to support the resilience and growth of our high streets and shopping areas through the 'Welcome Back Fund'. Funded works to date have included branded flower planters, seats, bins and flowers. We are also developing an Evening Economy Strategy to outline how we will support the evening economy's post pandemic recovery. The strategy should be completed by spring 2022.
- ⇒ The sensors in Newark town centre are gathering data on town centre footfall and dwell time. Using the data gathered since May, we are working with specialists to investigate how we can improve on footfall and dwell time in the town centre, with the aim of creating footfall-led regeneration.
- ⇒ The Sherwood Place Board met for the first time in November 2021. The board discussed potential proposals for bidding to the Levelling Up fund. A prospectus of opportunities will be developed over 2022, including a scheme of regeneration for Ollerton Town Centre and development of the Sherwood Forest Corner Masterplan which may also receive support from Notts County Council.
- ⇒ Between the 1 and 3 October Heritage and Culture's Learning and Participation Team hosted Newark's first 'Fun Palace' in partnership with 'Newark Creates' (the High Street Heritage Action Zone's Cultural Consortium). This was a town-wide event aimed at sharing skills and engaging with culture in small, new and inspiring ways. This included events at the National Civil War Centre, Palace Theatre, Newark Library, Newark Marketplace, YMCA and five arts and culture businesses in the town. Over 1,000 participants joined in with activities ranging from drawing a gigantic map of Newark on the Tudor Hall floor, to learning cribbage and the ukulele, to martial arts and basketball.
- ⇒ Newark Castle Gardens hosted a free display of festive lights and music during December which was attended by more than 4,000 people. A further 500 people attended 'Christmas at the Castle' on 12 December taking part in craft activities, enjoying carols and meeting a real life reindeer!
- ⇒ We hosted our first Economic Growth Conference on the 15 October. 88 delegates attended from 75 businesses and organisations. The Conference was held in partnership with the Federation of Small Businesses, East Midlands Chamber and Rt. Hon Robert Jenrick. Throughout the day, attendees were offered the opportunity to ask our experts questions relevant to their business, and to attend several workshops. Workshops included information on how to upscale and grow your workforce, the benefits of international expansion and how small businesses and the self-employed can move their business forward.



### Our Customers said:-

A student who attended the Expo; "The expo was really helpful to work out what career path to take, or whether sixth form or college is the best path for you. We learnt some really value advice from experienced adults."



	Year to Date Quarter 3 19/20	Year to Date Quarter 3 20/21	Year to Date Quarter 3 21/22	England/ National Average
% of unemployment for 16+ in Newark & Sherwood	5.6%	6.7%	3.5%	4.9%
Percentage of Town Centre retail premises vacant across the NSDC District	New for Q4 20/21	New for Q4 20/21	9.5%	-
The performance of our assets which contribute to the economic growth of the district				
	Year to Date Quarter 3 19/20	Year to Date Quarter 3 20/21	Year to Date Quarter 3 21/22	Current Target
Total number of admissions - National Civil War Centre	New for Q3 20/21	1,913	5,932	8,925
Total number of admissions - Palace Theatre	New for Q1 20/21	0	20,840	20,250
Newark Beacon - % of occupied units	New for Q3 20/21	73.0%	85.0%	80.0%
Sherwood Forest Arts and Crafts - % of occupied units	New for Q1 21/22	New for Q1 21/22	100.0%	95.0%
Commercial Property - % occupied units	New for Q1 21/22	New for Q1 21/22	94.0%	95.0%

### Exploring our performance...

Visits to the Palace Theatre exceeded target this quarter and increased significantly from quarter two when 3,456 customers were admitted. However, the COVID lockdowns and restrictions have continued to affect visitor numbers at the National Civil War Centre. Feedback about the visitor offer and our safety measures continues to be positive, and it is hoped that visitor confidence will begin to grow as restrictions again ease in 2022.

## Create more and better quality homes through our roles as landlord, developer and planning authority



### What we have been doing this quarter;

- ⇒ Our commitment to providing fit for purpose homeless accommodation continues to progress. The redevelopment of Seven Hills began on 1 November 2021 with work commencing on the decommissioning of utilities and removal of recyclable items before progressing with demolition in January 2022. The onsite team have temporarily relocated to Wellow Green. This office is being used by staff as their office base for their work placing households. Whilst the Community Centre office at Beaumont Walk is being used to support individuals placed into units temporarily available in Yorke Drive (they have become available temporarily as areas are decommissioned as part of the Yorke Drive regeneration project).
- ⇒ Arkwood Developments, our property development company, have completed 10 units on the Avenues development at Bowbridge Road and 7 units are now occupied. A further 65 units are currently under construction at the site. Of the 43 homes that have been released for sale, 28 have been reserved. The development is on target to have all 87 units completed by November 2022.
- ⇒ In terms of the winter provision to support rough sleepers, Covid restrictions again prevented us from operating the shelter as in previous years. However, working alongside the Street Outreach Team, offers of accommodation were made to our known rough sleepers. The 'Next Steps' accommodation project on Northgate is continuing to be successful with all 6 properties in use, and one individual recently moved into a permanent tenancy.
- ⇒ The pilot project to improve the success of tenancies is continuing. When an applicant has made an offer on a property a rent and income conversation is had with the applicant/s. This early intervention work is continuing to have a positive impact with new tenancies and we have seen a reduction in the proportion of introductory tenants in arrears which is, in part, due to the impact of the early intervention work.
- ⇒ We are also continuing to work with the Notts and Lincs Credit Union to build the profile of the Credit Union across the district. Any resident of the district can become a member of this community owned union to get access to financial services including affordable loans and simple savings accounts.
- ⇒ We have planned for the arrival of our third Afghan family and arranged a tour of Sherwood Forest for our resettled families as part of their ongoing social integration into the Newark and Sherwood community.
- ⇒ The Responsive Repairs service reviewed their 3 tier repair response timescales to improve the service for tenants. The new tiers were tested and we have now gone live with the new response timescales. It is early days but we can see we are attending works sooner so our tenants are not having to wait as long for repairs. We will keep on monitoring this outcome. We are also starting to look at ways to catalogue repairs within our system to help produce more detailed management reports against the 3 tier criteria. This will help us drill down more efficiently to improve services.
- ⇒ We are looking to enhance the standard a home must meet before it is re-let (known as The Empty Homes Standards) to ensure new tenants receive a good standard of accommodation upon receipt of the property. The pilot scheme commenced in October. We will be producing an intermediate report in January 2022 for an update on the current progress and outcomes identified. The final report will be collated after the end of the pilot which is 31 March 2022.
- ⇒ Work on meeting the existing and future needs of the Gypsy and Traveller community is ongoing. Officers are currently considering the results of the summer consultation on the allocations document and how best to secure additional locations for new pitches. The allocation document sets out proposed changes in relation to how the Council will meet the requirements for housing and employment land and gypsy and traveller accommodation.

### Activities continued...

- ⇒ We are working in partnership with EON to undertake works at 73 low income households to install energy saving measures such as external wall insulation or solar PV. We have been allocated £724,850 of funding to deliver this project (LAD2). Work was undertaken with local delivery partners to promote the LAD2 scheme to fuel poor households living in the target areas of Bilsthorpe, Boughton and Ollerton. At the end of December 2021, thanks to these marketing efforts, 100% of the target number of social housing tenants had signed-up for the solar PV and battery storage offer, 100% had signed-up for the external wall insulation offer and 64% had signed-up for the private sector solar PV offer. Further promotion to the private sector is planned for early 2022 get overall sign up to 100%. The programme of works was due to complete in December 2021 but all councils participating in the LAD2 scheme indicated they were struggling as there wasn't sufficient capacity in the market to deliver so much retrofit activity within such a short time span so we are now expecting works to be completed by 30 June 2022.
- ⇒ The Council has delivered 52 homes through the HRA Development Programme this year to date. This includes completion of the Broadleaves Extra Care scheme in Boughton. In addition to the 52 completions, 11 completions are expected in the next 8 weeks and it is projected the team will outturn at 63 properties for the year. This means the Council remains on-target to deliver 335 homes over its 5 year development programme.
- ⇒ The proposals for a housing led regeneration scheme within Ollerton and Boughton have yet to be brought forward. This project will be considered as part of the Sherwood Levelling Up Bid. The Council is currently recruiting for three more Senior Regeneration Officers to enhance capacity to deliver the range of ambitious projects across the district.
- ⇒ This quarter, 56 applications for housing development proposals were determined, of which 25 were approved. This is fairly consistent with the previous quarter in terms of numbers although the number of approvals has significantly reduced. 9 of these applications were presented to Planning Committee. The schemes refused did not comply with planning policy. A refused decision can be appealed and reviewed by Inspector or (if appropriate) the scheme can be amended to overcome the reason(s) for refusal. In this case the applicant would resubmit a new application.
- ⇒ On 26 October 2021 we successfully migrated our Local Land Charges (LLC) data onto HM Land Registry's central digital register making us the first local authority in Nottinghamshire to successfully migrate. Hosting our LLC data on this digital register means customers will see property transactions quicker and have access to a fully digital dataset to help support the local housing market and investment decisions.
- ⇒ A review has been undertaken of the Council's Street Naming and Numbering (SNN) Guidance. This is important as having accurate street names and numbers across the district is key to ensuring that post, emergency services and deliveries etc. can all take place as efficiently and quickly as possible. This review culminated in the creation of a new policy on street naming and numbering as well as formalisation of the legislation that is used for this activity. Following consultation with Town and Parish Councils, and press notices, the policy and legislation were adopted on 8 November. As a result of this review liaison is taking place with Town and Parish Councils on an agreed 'suite' of names that might be used for future housing developments.



Customer fed back via customer services to say; "thank you for your help, advice and hard work in getting me into my new property"

**Our Customers said:-**





	Year to Date Quarter 3 19/20	Year to Date Quarter 3 20/21	Year to Date Quarter 3 21/22	Year to Date Target 21/22
Average time spent in temporary accommodation (weeks)	8.6	10.8	11.7	13.0
Average time (days) to re-let Council properties	15.0	33.0	26.9	18.0
% of rent collected from current tenants as a % of rent owed	98.6%	100.5%	98.4%	99.6%
Average "End to End" time for all reactive repairs	5.1	8.5	11.7	6.0
% of repairs completed at first visit	99.4%	97.0%	92.0%	98.0%
% of planning applications (major) determined in time	New for Q1 21/22	New for Q1 21/22	95.0%	90.0%
% of planning applications (non major) determined in time	New for Q1 21/22	New for Q1 21/22	96.0%	90.0%
Average no of working days to process housing benefit change in circumstances	3.7	9.3	3.6	7.0
Average no of working days to process new housing benefit claims	New for Q3 20/21	19.3	19.3	18.0
The performance of Arkwood, our property development company, which contributes to this objective				
Arkwood - number of units delivered	New for Q3 21/22	New for Q3 21/22	8	Trend
Arkwood - plots commenced	New for Q3 21/22	New for Q3 21/22	43	Trend

### Exploring our performance...

Average time to re-let was 24.9 days in quarter one, rose to 26.4 days in quarter two and rose another half a day in quarter 3. The re-let performance remains out of target due to workforce issues, a new contractor adapting to our processes and an enhanced empty homes standard being piloted. Weekly meetings are in place to monitor performance, however we will not see an improvement to this PI this financial year due to the high number of voids we currently are holding and a revised target has been set for 22/23.

The end to end repair time was 39.2 days for quarter one, improved to 27.5 days in quarter two and improved further to 11.7 days in quarter three. The delay was primarily due to the backlog of works suspended during Covid and as the repairs team have now caught up on repairs this indicator should continue to improve. This indicator has also been impacted by the changes to our responsive repairs priorities. We have moved from 6 to 3 levels of repair following a review of the service. This change means we are attending serious repairs sooner but routine repairs are currently taking a little longer.

## Continue to maintain high standard of cleanliness and appearance of the local environment



### What we have been doing this quarter;

- ⇒ Over quarter three we issued 20 fly tipping related FPNs (Fixed Penalty Notices) and we are preparing for prosecution in 3 cases. We also issued 26 FPNs for littering. A joint action day on Tolney Lane targeting fly tipping and anti-social behaviour is planned for early 2022.
- ⇒ As part of the Not in Newark and Sherwood campaign, we partnered with Nottinghamshire Police and other agencies to target people who use vehicles to commit crimes, including fly-tipping. Officers spent time in several locations across Newark in early October and a total of 17 vehicles were stopped throughout the day. This included enforcement action against a vehicle that did not have a waste carrier licence and another vehicle without a scrap licence (failure to produce a Waste Transfer Notice) that was also untaxed. Four other vehicles were immediately seized by police.
- ⇒ Our work to develop a cohort of Green Champions to support cleaner and greener activities continues. A scheme has been designed and will be taken to Committee for approval in 2022.
- ⇒ We supported 10 community litter picks this quarter and new individuals and families are contacting us all the time to start helping out. The dates for the Keep Britain Tidy 'Great British Spring Clean' have been announced and we are starting to take bookings for support. We have also installed 7 additional volunteer litter bins in communities across the district. The bins are used by our regular volunteers and they are collected by the Street Scene team once a fortnight.
- ⇒ On Thursday 4 November we worked alongside external partners on the Clipstone Day of Action. Work included a community litter pick, visits from Nottinghamshire Fire and Rescue, a graffiti art project with local schools and the youth club, a deep cleanse and street sweeping, speed safety checks, a memorial craft project, tenancy inspections and providing advice on responsible dog ownership. The day of action in Clipstone resulted in the following outcomes;
  - ◇ 10.5 tonnes of waste was collected (including 9 tyres, 2 gas bottles, a car front bumper, ironing board and rocking horse),
  - ◇ 2 community warnings were issued,
  - ◇ 5 speed warnings to motorists,
  - ◇ 25 businesses were visited and 3 premises were subject to underage licensing checks,
  - ◇ 30 dog fouling notices were reinstated
  - ◇ Nottinghamshire Fire and Rescue visited 31 houses and fitted 16 fire alarms, and
  - ◇ We worked with 3 school classes on the graffiti project.
- ⇒ This quarter we also worked in partnership with Newark Sustrans to install new litter bins, dog bins and signage along a section of the Sustrans route near Clay Lane and Barnby Road in Newark as well as working with service users of the local charity Reach on the creation of a 'Reduce, Reuse and Recycle' graffiti mural on the Newark Sustrans route.
- ⇒ Our pilot project to increase enforcement of littering, developed in partnership with the enforcement agency Waste Investigations, Support and Enforcement (WISE), commenced in October and by the end of December 579 FPNs (fixed penalty notices) had been issued for littering and dog fouling.
- ⇒ We conduct projects in the community to help improve the appearance of the environment and improve recycling rates, and this quarter we have;
  - ◇ Supported two 'green' community events in Collingham and Harby to help and encourage local residents with recycling reaching over 100 people.
  - ◇ We delivered a school assembly in Ollerton to circa 200 students on recycling
  - ◇ Continued to send regular newsletters to all local primary schools offering help with litter picking, tree planting, school gardens, recycling etc.



### Activities continued...

- ◇ Delivered two litter picking events undertaken with 'friends' groups at Sconce and Devon Park and Sherwood Heath SSSI.
- ◇ Successfully bid for £1,400 of funding from Veolia for a recycling game for use in school engagement and at community events.

⇒ December marked 9 months since we took over the contract to manage the green spaces associated with our social housing stock and we are performing well. Of the tenants surveyed this quarter 71% were satisfied or very satisfied with their ground maintenance service. We also undertake 30 joint monitoring inspections a month. These are undertaken by the Housing Contracts Monitoring Officer and the Street Scene Manager. These inspections ensure the quality and performance of the service and cover 6 areas of the service. Each area is scored from 1 to 5 with 1 being the best performance. At the end of 2021 the average scores were as follows; Grass 1.32, Litter and Bins 1.11, Garage Sites 1.66, Shrubs 1.83, Spraying 1.65 and Hedge Cutting 1.70.



### Our Customers said:-

"The graffiti wall that was done @ Clipstone Youth Club is absolutely amazing, thank you to Newark & Sherwood & to the graffiti artists. Its truly made the youth club a centre place of our village."



*Image: Reduce, Reuse and Recycle' graffiti mural on the Newark Sustrans route*



	Year to Date Quarter 3 19/20	Year to Date Quarter 3 20/21	Year to Date Quarter 3 21/22	Year to Date Target 21/22
% fly tipping incidents removed within 72 hours	New for Q3 20/21	74.6%	72.0%	75.0%
No. of fly tipping incidents	976	1,181	1,225	1,050
No. of fly tipping enforcement actions	982	499	1,245	1,065
% of household waste sent for reuse, recycling and composting	32.2%	32.0%	Waiting for external data	34.0%
No. of missed bins (per 100,000 population)	43.1	76.0	28.4	55.0
Total number of garden waste subscriptions	New for Q3 20/21	14,542	16,694	15,637
% Level 1 graffiti incidents removed within 36 hours	New for Q1 20/21	33.3%	100.0%	90.0%
% Level 2 graffiti incidents removed within 14 days	New for Q1 20/21	73.7%	95.0%	90.0%
% of failing sites - street and environmental cleanliness - Litter	0.7%	2.8%	0.9%	3.0%
% of failing sites - street and environmental cleanliness - Detritus	0.7%	3.2%	0.7%	2.0%

### Exploring our performance...

The number of fly tipping incidents in quarter one was 410, in quarter two this reduced to 377 and in quarter 3 there were 438. However, it is important to note that the number of fly tipping enforcement actions rose in line with the increase in incidents and 72% of incidents were still removed within 72 hours despite the increase in tips.

We are waiting external data to confirm our recycling rate for quarter 3 but the recycling rate for quarter two was 38.2% exceeding the target of 34%.



## Enhance and protect the district's natural environment

### What we have been doing this quarter;

- ⇒ Tree planting for the 2021/22 season is progressing well with 2,235 trees being given to local residents, parishes and community groups to date, and we are looking to fund further planting in schools and community locations utilising funds raised from the Christmas Tree Recycling scheme.
- ⇒ Four parks across the district were celebrated in October as they were recognised with the prestigious Green Flag Award. The successful green spaces were Newark Castle Grounds, Sconce and Devon Park, the combined sites of Sherwood Heath, Cockglode and Rotary Woods, and Vicar Water Country Park. The award, which is the international quality mark for parks and green spaces, celebrates its Silver Jubilee this year and has recognised a record number of 2,127 sites in 2021. Newark Castle and Gardens also achieved the much coveted Green Heritage Site Accreditation, supported by Historic England, for the management of its historic features.
- ⇒ Plans are underway to plant a minimum of 38 trees in urban green spaces around Newark, Winthorpe and North Muskham as part of our successful Local Authority Treescapes Funding bid with VIA EM. Via have already planted an additional 59 street trees along highways across the district. The project will see the creation of grass and wildlife bunds with additional tree planting before the end of March 2022.
- ⇒ In partnership with Nottinghamshire County Council and the Sherwood Forest Trust we assessed the suitability of a major tree planting scheme on the Vicardale site of Vicar Water Country Park. This area was previously grazed by sheep however the farmer retired creating an opportunity for an extensive habitat creation scheme within the Green Flag award winning Vicar Water Country Park. The partnership work concluded that the site is suitable for planting and, as the district council's greening agenda recognises the urgent need to plant more trees to help with climate emergency and biodiversity loss, the plans were approved at Policy and Finance in November. The proposed tree planting will help to join up two existing woodland areas to create a wildlife corridor. We plan to plant 4,000 new trees to create a mixed broadleaved woodland providing benefits for people, wildlife and the landscape. It is hoped planting work can commence in January 2022.
- ⇒ On a smaller scale, a tree has been planted with children at Parkway Academy in Ollerton, 3 park memorial trees have been planted and plans are being made for the Queens Green Canopy in 2022.
- ⇒ We are progressing with a number of projects to achieve our 2035 carbon net neutrality target and meet the actions outlined in our Greening Newark and Sherwood Action Plan;
  - ◇ The Council's Climate Emergency Strategy Action plan outlines recommended carbon reduction initiatives which the Council can undertake in order to improve energy efficiency and reduce its overall carbon footprint. This includes the suggested installation of Solar PV. As such the Council undertook feasibility works in collaboration with specialist consultants to consider the intricacies of Solar PV installation on a range of its corporate and leisure sites in order to gain further understanding in relation to costs involved, payback, carbon savings and if installation is practical. A feasibility report was taken to Policy and Finance in November and 5 sites were approved for the installation of solar panels and are set to be installed by the Autumn of 2022. This is a great step in the decarbonisation of our assets to help us progress against our carbon neutral target.
  - ◇ The installation of a further 8 electric vehicle charge points in the district has been completed, bringing the district's total to 15 operational charge points.
  - ◇ Work continues on shaping our Brunel Drive depot site to meet the future needs of the services who utilise the depot. This includes the possibility of collecting further waste streams and the electrification of our fleet of vehicles.



### Activities continued...

- ◇ Work is underway to develop a Decarbonisation Plan for Council buildings such as our offices, leisure centres and other properties, like the theatre. We are looking to gain an understanding of energy efficiency measures which can be undertaken across these buildings, and costs and payback periods associated with the implementation of any carbon reduction/energy efficiency measures.
- ◇ We have also joined the Nottinghamshire wide Green Rewards App. The app is an online platform designed to incentivise and encourage residents to undertake positive behaviour change by enabling users to log carbon reducing activities and gain points for these activities (which equate to prizes). This engagement platform will launch early 2022.

⇒ Implementation of the local transport plan and associated projects is progressing with engagement with Notts County Council on a range of transport related activity including:

- ◇ A business case for the Newark Cycle Town project is being developed. This project aims to increase options for sustainable travel, working towards Newark becoming a 20 minute town.
- ◇ We are working with County colleagues continuing to provide local insight for building the business case for 'Travel and Transport Hub' projects proposed under the Rural Mobility Fund.
- ◇ We are continuing to work with County colleagues in the development of the Nottinghamshire Bus Service Improvement Plan in accordance with the requirements of the National Bus Strategy.
- ◇ We continue to work alongside partners and developers to ensure a joined up approach to the delivery of road development projects in and around Newark. These include ongoing development of the preferred route and design of the A46 Newark Northern Bypass, securing funding for delivery of the Newark Southern Link Road (bid to round one of the Levelling Up Fund submitted in June) and the new A1 overbridge.



*Members of the Ranger and Grounds Maintenance teams joined Sherwood Forest Trust Team members, Friends of Sherwood Heath members and Volunteer Rangers to celebrate their green flag award.*

"I would like to congratulate the hedge cutters on Devon Park Sconce Hills. After last years mess when the hedges were slashed and cut whilst the birds were still nesting, It was good to see them being cut by hand today well out of the nesting season and the top job that is being done."



**Our Customers said:-**

## Reduce crime and anti-social behaviour, and increase feelings of safety in our communities



### What we have been doing this quarter;

⇒ In November, community protection and antisocial behaviour officers partnered with the Police to run drop ins at the Chatham Court hub to engage local residents with policing and crime prevention. 241 people visited over the drop ins.

⇒ Other events were run for residents of Mill Gate and the surrounding areas. They were invited to attend any of the 3 community drop-in event at Millgate Community centre as part of the Safer Streets Newark project. Visitors completed a survey to have their say on safety in the area and give them the opportunity to share their ideas on how it could be improved. The information collected at these sessions will be used to inform future policing and Community safety interventions. Residents were also given the opportunity to join a neighbourhood watch group.



Image: Millgate drop-in session

⇒ We are now delivering the Safer Streets 2 programme which continues to be a success as shown by the fact that crime in Newark and Sherwood was down 18% at the end of October 2021, compared to the same period last year, and continues to be the best performing area in Nottinghamshire for three months running. An example of the work of the programme is the bike GPS scheme. In December, Newark residents were given another opportunity to claim free tracking devices for their bikes in an effort to prevent theft and improve community safety. 65 GPS trackers have been distributed so far as part of Safer Streets and feedback received has been extremely positive. Resident have fed back that they feel safer leaving their bike unattended, especially whilst they are away or out at work.

⇒ The pandemic has had an impact on the night time economy so the activities undertaken to improve the safety of the district's town centres have been tailored to reflect this. Work this quarter has included;

- ◇ Joint visits between our licensing staff and police to target problem premises, and
- ◇ Guidance on the Covid restrictions (aka Covid certification for entry into late night venues) was circulated to all establishments with the potential to open, and visits were made to those that suggested they may open to support the implementation of this guidance.

⇒ Staff from Public Protection and Environmental Services have undertaken targeted patrols in a number of areas to tackle environmental crimes. The areas were selected based on resident complaints and local intelligence, and patrols included;

- ◇ Vicar Water Country Park, Boughton and Fernwood targeting anti-social behaviour,
- ◇ Sconce and Devon Park and Blidworth targeting dog fouling,
- ◇ Newark town centre targeting street drinking, and
- ◇ Hawtonville targeting anti-social behaviour and crime.

⇒ Following our recent successful funding bid of £5,000 from the Community Point fund (formerly victim care) our first application to install additional security measures to the property of a victim suffering anti-social behaviour is in progress.

⇒ Since October, we moved several mobile CCTV cameras to sites in Boughton, Fernwood and Newark in response to anti-social behaviour reports, and we also started the process of procuring cameras to continue our CCTV replacement schedule.

### Activities continued...

- ⇒ Several joint initiatives with housing colleagues are being explored to provide additional enforcement training to staff to allow a wide range of interventions to be used as required.
- ⇒ Following a series of illegal encampments, we enacted plans to help prevent illegal encampments and direct the transient population to the areas put aside for them. At risk sites have been identified and the following work has taken place to date;
  - ◇ A community consultation event was held and a trial 'bund' has been excavated on the Newbury road estate,
  - ◇ Community consultation events have been planned for early 2022 for the sites on Thorpe Oaks and Thorpe Close, and
  - ◇ We have partnered with Newark Town Council to carry out target hardening on several of their sites.
- ⇒ Our work to educate young people engaged in, or at risk of engaging in, anti-social behaviour has continued. This quarter we undertook a graffiti project as part of the Clipstone day of action and a two tiered graffiti project covering two bridges on the Sustrans track in Newark.

### Measuring Success



	Year to Date Quarter 3 19/20	Year to Date Quarter 3 20/21	Year to Date Quarter 3 21/22	Year to Date Target 21/22
% Reduction in anti social behaviour - Newark & Sherwood District	8.7%	No Data Received	-23.0%	0.0%
% Reduction in all crime - Newark & Sherwood District	1.9%	20.0%	18.0%	0.0%
% of businesses in the District with a food hygiene rating of 3 or above	New for Q3 21/22	New for Q3 21/22	92.90%	81.10%*
% of businesses in the District with a 0 star food rating (major improvement necessary)	New for Q2 21/22	New for Q2 21/22	0.09%	0.15%*
CCTV - no of proactive incidents	New for Q3 21/22	New for Q3 21/22	274	Trend
CCTV - no of reactive incidents	New for Q3 21/22	New for Q3 21/22	91	Trend
Fixed Penalty notices (number issued)	51	26	848	Trend
Community Protection notices/warnings (number issued)	26	21	14	Trend
All other notices/warnings (number issued)	15	15	12	Trend

\*target is English average

### Exploring our performance...

Anti-social behaviour has risen in comparison to the same period in 2019/20. This figure is provided by Notts Police and the average for the county (excluding the city) is -21% showing that anti-social behaviour has increased across the county and the figure for Newark and Sherwood is about average in the county.

There has been a significant increase in the number of FPNs issued this quarter. This is because of our pilot contract with Waste Investigations, Support and Enforcement (WISE). Since the introduction of the WISE enforcement pilot in October the number of fixed penalty notices has shown a sharp increase. Wise have issued 759 FPNs with the remaining notices being issued by Council officers.



## Improve the health and wellbeing of local residents

### What we have been doing this quarter;

- ⇒ This quarter we relaunched our Health and Wellbeing Partnership. The partnership involves a range of organisations, both statutory and voluntary, giving these groups the opportunity to come together to improve collaborative working, identify priorities and jointly deliver targeted initiatives. The partnership has been restructured to create a strategic group and 6 task and finish groups based on the emerging priorities.
- ⇒ We supported the Nottinghamshire County Council's consultation and engagement roadshows on the emerging Health and Wellbeing strategy.
- ⇒ Supported numerous community groups to apply for financial grant support from the Nottinghamshire County Council's Social Recovery Fund and Food Fund. This fund could award grants of up to £82,500 to Nottinghamshire charities and community organisations that support people who were struggling to afford food and other essential items due to Covid. To date over 10 groups have received funding and others are awaiting an outcome.
- ⇒ We chair the Newark and Sherwood dementia friendly partnership, which feeds into the Mid-Notts Dementia Partnership. This partnership brings together a variety of partners working towards the aim of creating a dementia friendly community. We have collectively developed 7 actions plans, with different partners leading on particular areas of the plans.
- ⇒ In November, the Careline service were invited by Newark and Sherwood CVS to attend the dementia café at the Life Spring Church in Ollerton to deliver a presentation of the Careline Service offered by Newark & Sherwood District Council. There were approximately 12 attendees of differing ages; we secured one new customer and reminded current customers of how to use and test their equipment.
- ⇒ We supported the relaunching of both the Ollerton and Clipstone Community Alcohol Partnerships (CAP's). CAPs are partnerships between retailers, local authorities, police, schools, neighbourhood groups and health providers, working together to empower communities to tackle alcohol-related harm to young people and improve resident quality of life.
- ⇒ Following the transfer of Southwell Leisure Centre into the Council's wholly owned leisure company, Active4Today, further work has taken place around integration of staff, policies, procedures and branding to align the leisure offer to ensure consistency of service delivery and operational efficiencies.
- ⇒ Our project providing targeted support to those at risk of financial crisis is continuing. Performance remains strong through quarter three with arrears quantity, aka rental debt, consistently lower than the same period in 2019/20 and 2020/21. As previously reported, we are not seeing the anticipated level of customers presenting with Covid-19 related arrears issues. However, there are signs that the increase in the cost of living experienced over the last few months could start to apply some pressure on income collection moving forward. We will continue to monitor the situation and support customers where necessary.
- ⇒ Good progress is being made on the construction of the Community Hub building, part of the YMCA Community and Activity Village, due to open in the spring. The Council has also agreed to act as a Third Party Funder (TPF) on behalf of the YMCA in order to secure a grant of £100K from Tarmac/Entrust to support the delivery of the cycling facilities at the site.
- ⇒ Our support of Newark Hockey Club continues, and further work has been completed on the proposal to replace the existing artificial turf pitch. The Magnus Academy, Newark Hockey Club and Active4Today have worked collaboratively with us to put a sustainable project proposal and timetable together which will be considered by Policy and Finance in January 2022. If approved it is anticipated that the construction phase of the scheme will commence in late spring and the new pitch will be operation by the 2022 summer holidays.



### Activities continued...

- ⇒ We supported Hetty's, a charity which supports the families of those misusing drug and alcohol, to re-establish its service in community venues in order to meet clients face to face again.
- ⇒ Following a pause, the Yorke Drive Regeneration project is now moving forward with resident consultation on an element of redesign programmed for the end of January. This redesign takes into account issues relating to noise and the introduction of the new Parking Supplementary Planning Document including the installation of Electric Vehicle Charge Points. Following this resident consultation the proposals will be finalised and a detailed planning application for phase 1 is expected to be submitted in spring 2022. The current users of the sports pavilion have been supported to find alternative temporary facilities and demolition of the first properties and sports pavilion are due in early 2022.
- ⇒ Co-ordinated the Crop Drop End of Season Celebration Event was held at the end of November bringing together volunteers and growers. The event showcased the value of sharing fresh surplus produce which supported over 200 families in need of additional support across the District.
- ⇒ The theatre's 'Palace Presents' charitable scheme asked local people to donate a gift via the theatre and as a result 145 presents were given to local charities to distribute over the Christmas period.
- ⇒ An evening of Christmas carols was enjoyed by residents of Chatham Court in Newark on 16 December. Around 50 residents came together outside Chatham Court to sing a selection of Christmas carols and children also had the opportunity to meet Santa Claus and his elf. Hot chocolate was provided by Lincolnshire Co-op and Newark in Bloom provided a tree. The Chatham court community hub, a one-stop shop for community services, was opened as part of the Newark Safer Streets project to help strengthen community cohesion and improve access for residents to local services. More community events are being planned at Chatham Court Community Hub for 2022.
- ⇒ We are supporting the provision of a new play area in Bilsthorpe. Tender packs for the works have been sent out and are awaiting return from various contractors for the work. The aim is for a decision on the contractor to be made at the March Parish Council meeting with a proposed start date for works of spring 2022.
- ⇒ Veterans in the district were invited to a free breakfast at Newark Town Hall on 30 November as part of an event organised by Newark and Sherwood District Council. The event allowed veterans and ex-service men and women to meet face to face in a relaxed, social and secure environment to have an informal chat and to find out about support services available to them. Over 50 veterans attended the event which was part of the 'Forest Forces' programme developed by Nottingham Forest Community Trust, which tackles social isolation in veterans by providing a variety of regular activities and events. 14 support organisations attended the event including Age UK, Nottinghamshire Fire and Rescue, Dementia Carers, RFEA – The Forces Employment Charity, Insight, Change Grow Live, SSAFA the Armed Forces charity and Citizens Advice Sherwood & Newark.





### Spotlight benchmarking

66.1% of adults (aged 18+) are classified as physically active (data from 2019/20)  
**6<sup>th</sup> lowest of our geographical neighbours.** The national average is 66.4%.

### Measuring Success



	Year to Date Quarter 3 19/20	Year to Date Quarter 3 20/21	Year to Date Quarter 3 21/22	Year to Date Target 21/22
Number of User Visits - Active 4 Today	New for Q3 21/22	New for Q3 21/22	600,284	Trend
Live Leisure Centre Membership (Adults)	New for Q3 21/22	New for Q3 21/22	6,635	Trend
Number of events held in NSDC parks	New for Q3 21/22	New for Q3 21/22	105	Trend
Number of children on environmental education visits to NSDC parks	New for Q3 21/22	New for Q3 21/22	780	Trend

### Exploring our performance...

The performance indicators now include Southwell Leisure Centre to reflect that, as of 1 October 2021, this site is being run by Active4Today. Targets will be set for these indicators for the new financial year so for now the indicators have been set to trend to allow A4T to understand the performance of Southwell Leisure Centre for 6-months before it sets new targets.

However, to contextualise the current performance, the number of user visits in quarter two (aka the number of visits between the 1 April and 30 September) was 389,458 and therefore quarter 3 has seen the most visits to date this year with 210,826 visits between 1 October and 31 December.

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.

Key customer measures	Year to Date Quarter 3 19/20	Year to Date Quarter 3 20/21	Year to Date Quarter 2 21/22	Year to Date Quarter 3 21/22	Target 21/22
Website - number of users	326,917	399,733	209,403	323,620*	300,000
Engagement rate with posts issued on Facebook and Twitter combined	New for Q1 21/22	New for Q1 21/22	635,100	835,305	Trend
Website - number of digital Web Form transactions	New for Q1 21/22	New for Q1 21/22	15,220	28,847	Trend
Telephony - Average length of time to answer call (seconds)	New for Q4 20/21	New for Q4 20/21	125.0	53.0	25.0
% Invoices paid within 30 days - Whole Council	95.2%	89.6%	96.6%	97.3%	95.0%
% effective response to Careline calls within 180 seconds (industry standard)	New for Q1 20/21	98.6%	98.0%	97.9%	99.0%
% Business rate collection	82.7%	84.6%	51.5%	85.0%	73.5%
% Council tax collection	80.8%	80.2%	52.5%	79.9%	73.2%
Average number working days to process new council tax applications	New for Q3 20/21	21.1	19.2	18.4	18.0
Average number of working days to process council tax change in circumstances	New for Q3 20/21	10.2	4.6	11.3	7.0
Average number of working days to process housing benefit change in circumstances	3.7	9.3	7.4	3.6	7.0
Average number of working days to process new housing benefit claims	New for Q3 20/21	19.3	18.0	19.3	18.0

### Exploring our performance...

Customer services took, on average, 125 seconds to answer customer service calls in quarter 2 and this has improved dramatically with 53 seconds on average in quarter 3. However, this is still lower than optimal performance. This is the continued impact of customer services experiencing a high staff turnover meaning that fewer advisors are available to take calls as they are training new staff.

Performance is below target for council tax changes as a result of changes to Universal Credit which have required a review of most council tax change cases. We are expecting performance to improve over quarter four.

\*Please note: due to an error with our analytics platform we did not capture any of the website visits in October so we estimated the visits in October using the average from November and December.

## Customer Feedback

Over quarter 3 we received 20 compliments, 17 suggestions and 88 complaints.

### Compliments

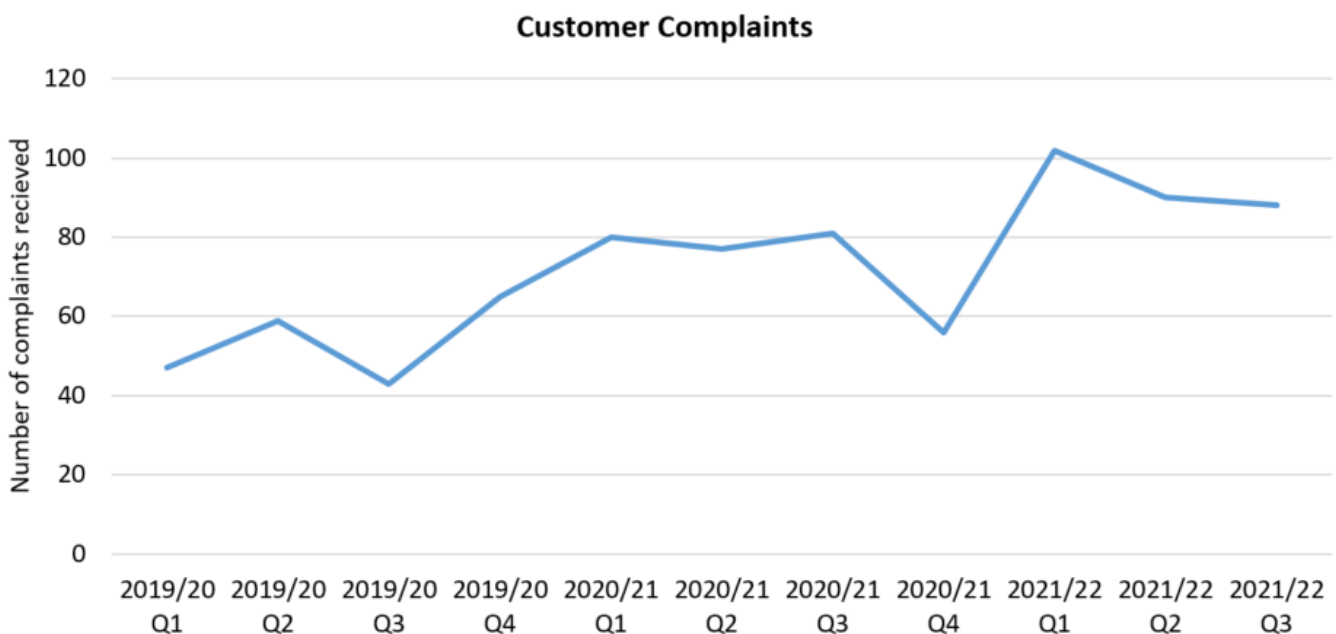
20 compliments were received this quarter. This is a slight reduction on the 29 received in quarter 2. Teams attracting the highest volume of praise included;

- Street scene and grounds maintenance with 5 compliments with themes around responsive service, polite and welcoming staff and quality work,
- Waste and transport with 4 compliments with similar themes to above including responsive service, quality service (especially assisted collections) and caring behaviour from staff,
- Planning received 4 compliments around speed and quality of service, and
- Housing and estate management received 3 compliments on responsiveness and support from staff.

We have also made an important advance in improving the quality of our services with the introduction of call recording in our contact centre. The recording of calls went live on 1 December. The recordings will be analysed and used to improve the service the advisors provide to our customers.

### Complaints

88 complaints were received over quarter 3. The services receiving the most complaints were as expected, being the most front facing services, and the top council tax, housing maintenance and asset management, housing and estate management, waste & transport and public protection.



Again the number of complaints regarding waste and transport has improved. 31 complaints were received in quarter 2 and 15 were received in quarter 3. This is also an improvement from the same period last year when 21 complaints were received. The main themes were; missed bins, staff conduct, concerns with service quality and complaints over noise caused by early bin collections. This is positive news considering the service was significantly impacted by Covid related staff absences in Q3.

Council tax received 14 complaints this quarter which is higher than the previous quarter of 12. Similar themes have continued with the topics being; responsiveness, communication issues and issues around rate of council tax applied.

Public Protection received 7 complaints this quarter having not received any complaints to date this year. 4 of these complaints related to the behaviour of WISE, our new waste enforcement contractor, and are being raised with them as part of the management of this contract. As this is a new approach for the Council being more proactive with FPNs this is to be expected. The only other theme was a lack of progress around reported neighbourhood issues.

Housing maintenance received 15 complaints (the same as the previous quarter) and housing and estate management received 11 (lower than the previous quarter). The complaint themes in housing and estate management were around responsiveness, communication issues and lack of progress with reported issues. The themes in housing maintenance mirrored this with the addition of themes around time taken to complete repairs and complaints over the quality of service from contractor undertaking works.

## Analysis of this customer feedback also enabled us to identify and tackle some specific issues;

### Area of improvement...

Several customers complained about the Council's car parking payment machines. The pay by phone system has been inconsistent and (other than cash) this is the only way customers can pay for parking.

This is a particular issue as many customers are going cashless.

### What we have done to improve...

In response to the changing requirements of the customer, new parking machines, that take cash and contactless payments, have been ordered for all Council car parks. These machines were installed in December 2021.

Whilst these installations occurred customers unable to pay by phone were able to call the Council's customer services number and pay over the phone.

### Area of improvement...

Two complaints were received this quarter by tenants raising issues discovered when they moved into the property. Both of which could have been resolved whilst the property was void.

### What we have done to improve...

Processes are already in place to prevent this from happening with future voids, and a review of the voids process is being carried out as part of the 'Empty Homes Standard' enhancement.

The new approach is being piloted at the moment and the results will go to Committee in March 2022. If successful this new approach would be embedded across all properties.

## Tenant Satisfaction

Every quarter tenant satisfaction surveys are undertaken by Viewpoint to understand how we are performing for our tenants. Surveys are carried out on a random sample of tenants who received one of our key services. In quarter three 701 surveys were conducted over 11 service areas in total, and the average service satisfaction across the areas was 93% (aka 93% satisfied or very satisfied). This is identical to the Q1 and Q2 average and comparable to the score received in the same quarter last year. Services receiving higher than average satisfaction include major and minor adaptations, gas servicing, lettings, repairs and right to buy, and the areas for action were identified as;

### Complaint handling

**67% of tenants surveyed were satisfied or very satisfied.** This is identical to average of 67% received in the year to date. 13 tenants were surveyed 2 lack of progress with the issue they complained about, 1 complaint over length of time to resolve a complaint and 1 dissatisfied with the outcome of the complaint.

### Major works to tenants homes

**76% of tenants surveyed were satisfied or very satisfied.** This marks a significant drop in satisfaction from Q2 when satisfaction was at 90%. 25 tenants were surveyed 2 tenants were not satisfied because the work had not been finished, 2 because of the quality of the work, and 2 because of a lack of communication and the work taking too long.

### Antisocial Behaviour

**84% of tenants surveyed were satisfied or very satisfied.** Although below the quarters average this is an improvement on Q2 when satisfaction was at 69%. 12 tenants were surveyed. 1 tenant was unhappy with the quality of the service and 1 was dissatisfied due to the length of time it took to resolve the ASB issue.

### Customer Services

**90% of tenants surveyed were satisfied or very satisfied.** Although below the quarters average this is an improvement of 2% on Q2 when satisfaction was at 88%. 181 tenants were surveyed and 10 were dissatisfied with their overall service. The main issues raised were; not receiving a call back/ lack of proactive communication with the tenant, slow service, unhappy because of specifics of an enquiry and in one case not pleased with the attitude of the call handler.

### Careline

**90% of tenants surveyed were satisfied or very satisfied.** This marks a 10% drop in satisfaction from Q2. 13 tenants were surveyed and 1 customer was dissatisfied feeding back that the service was not adequately explained at install.

A positive and motivated workforce is more likely to be high performing. To understand how our staff are performing and how we are supporting them we look at key indicators and recent activity.

## Staff Update

Staff were able to return to offices from the 15 November and the newly updated hybrid working policy formed the base of the way staff were working. Teams could once again reconnect in person in Council offices and their was positive feedback about the connections rebuilt through the return of the in-person meetings. There was still flexibility for staff who could do hybrid working and each service area flexed their office and working from home balance based on service need. However, this was short lived as mask wearing was reintroduced moving around offices from 30 November and ‘work from home if you can’ was reintroduced as of 13 December.

This meant another virtual Christmas for our staff but thankfully we were prepared and ran an online programme of Christmas activities including a quiz, a Council version of the 12 days of Christmas poem, some excellent Christmas jumpers and Happy the Dachshund as best festive pet. In the lead up to Christmas we also ran ‘You’re a star’ where staff could recognise achievements and acts of kindness/support from their colleagues by sending a star Christmas ornament. 125 stars were sent out just in time for Christmas. The ‘Serving People, Improving Lives’ staff awards, planned for December, was rescheduled for February to enable this to stay an in-person celebration. We also have a programme of workplace culture activities planned over the coming months including a Staff Roadshow, wellbeing relaunch and ‘looking ahead’ video from managers about the work of the Council.

Key staff measures	Quarter 3 19/20	Quarter 3 20/21	Quarter 2 21/22	Quarter 3 21/22	Target 21/22
% of staff turnover	3.1%	10.7%	4.0%	3.7%	14.0%
Average number of sick days per employee (FTE) per year	5.6	3.8	3.5	5.8	4.5

Covid-19: Staffing Impact	Q3
Number of staff who tested positive and were absent sick	20
Number of staff tested positive for Covid-19 and could continue to work from home	18
Number of staff tested positive for Covid-19 and could not work from home	9
Number of staff self-isolating and could continue to work from home	25
Number of staff self-isolating and could not work from home	5

Staff turnover in quarter 3 decreased slightly to 3.7% remaining within below target. The country is recovering from the effects of the pandemic and the national employment rate at the end of November was 75.5%.

The outturn for sickness absence in quarter 3 was 5.82 days against a target of 4.5 days. This is higher than the same period last year (3.8 days). This increase of 2.02 days in absence levels is largely due to an increase in short term absences. This quarter 52% of absences were short term compared to 38% in the same period last year. Whilst 48% of absences were long term absences compared to 62% in the same period last year. Although there was an increase in terms of the number of days lost compared to the same period last year the percentage of long term absence is lower than last year. There has been a significant increase in the days lost due to Covid related absence, with 194 working days lost this quarter compared to 26.5 days in the same period last year. Stress related absences remain the top reason for absence however there were 33.5 fewer days lost to this absence compared to last year. Muscular skeletal problems remains the second highest reason for absence and there are 106.5 more days lost this year compared to the same period last year.

**Appendix 2: Additional Housing Measures**

Indicator Name	Year to Date Quarter 3 19/20	Year to Date Quarter 3 20/21	Year to Date Quarter 3 21/22	Year to Date Target 21/22
Amount of current arrears as a % of annual rent debit	2.29%	2.15%	2.00%	2.30%
Amount of current arrears	£475,897	£522,438	£469,833	£400,000
Former tenant arrears as a % of annual rent debit	1.26%	1.11%	1.04%	1.30%
Number of Notices to Quit served at temporary accommodation for rent arrears	0	0	0	Trend
Number of all tenants who have been evicted for rent arrears	7	0	2	15
% of all tenants who have been evicted for rent arrears	0.40%	0.00%	0.04%	36.00%
Asset Investment - % of properties meeting the Decent Homes standard	100.0%	100.0%	100.0%	100.0%
Number of properties who have refused Decent Homes works	-	-	35	No target set
Customer satisfaction with anti-social behaviour	78.0%	69.0%	74.0%	90.0%
Customer satisfaction with allocations	89.0%	93.0%	98.0%	95.0%
Customer Satisfaction with Customer Access Services	87.0%	95.0%	N/A	95.0%
Tenant satisfaction with landlords complaints handling	-	-	69.0%	90.0%

**Appendix 2: Additional Housing Measures**

Indicator Name	Year to Date Quarter 3 19/20	Year to Date Quarter 3 20/21	Year to Date Quarter 3 21/22	Year to Date Target 21/22
Customer satisfaction with Right to Buy service	100.0%	94.0%	86.0%	90.0%
Customer satisfaction with Investment Works	87.0%	96.0%	89.0%	95.0%
Customer satisfaction with Disabled Adaptations	98.5%	98.0%	98.0%	95.0%
Customer satisfaction with gas servicing	95.0%	95.0%	96.0%	95.0%
Customer satisfaction with responsive repairs	92.0%	94.0%	94.0%	95.0%
Percentage of complaints resolved within agreed timescales	-	-	84.0%	No target set
Avg time spent in temporary accommodation (weeks)	8.6	10.8	11.7	13.0
Average time (days) to re-let Council properties	15.0	33.0	26.9	18.0
Number of empty properties having major works (at quarter end)	28	20	36	Trend
Number of empty properties ready to let (at quarter end)	20	14	13	Trend
% effective response to careline calls within 180 seconds (industry standard)	-	98.6%	97.9%	99.0%
% of rent loss through dwellings being vacant	0.60%	0.90%	1.07%	0.60%



**Appendix 2: Additional Housing Measures**

Indicator Name	Year to Date Quarter 3 19/20	Year to Date Quarter 3 20/21	Year to Date Quarter 3 21/22	Year to Date Target 21/22
% careline installations within 10 working days	-	95.0%	89.3%	100.0%
No. complaints relating to fairness and/or respect relative to housing stock	-	-	1	Trend
No of failed introductory tenancies	0	0	5	0
Number of red warning notices issued	17	10	12	Trend
Number of orange warning notices issued	5	10	10	Trend
Number of yellow warning notices issued	13	22	15	Trend
Number of notices to quit issued	22	15	18	Trend
Number of legal proceedings (possession) undertaken (breach of tenancy)	1	2	2	Trend
Number of evictions (anti-social behaviour)	0	1	2	Trend
Number of new anti-social behaviour cases (tenants)	184	169	123	Trend
Tenancy turnover	6.9%	6.2%	7.3%	7.5%
% of issues actioned within 4 weeks of walkabout	100.0%	N/A	100.0%	100.0%

## Appendix 2: Additional Housing Measures

Indicator Name	Year to Date Quarter 3 19/20	Year to Date Quarter 3 20/21	Year to Date Quarter 3 21/22	Year to Date Target 21/22
% of rent collected from current tenants as a % of rent owed	98.6%	100.5%	98.4%	99.6%
Number registered for My Account	3,328	4,253	2,143	Trend
% of Right to Buy sales completed against all applications	-	-	40.0%	Trend
Amount of rent collected	£16,718,925	£17,701,593	£17,643,867	£17,625,000
Average "End to End" time for all reactive repairs (CALENDAR days)	5.1	8.5	11.7	6.0
% of emergency repairs completed within target	99.9%	99.6%	96.0%	93.0%
% of routine repairs completed within target (non urgent)	99.0%	80.0%	96.1%	95.0%
% of all reactive repairs completed within target time	99.3%	96.1%	96.1%	No target set
% of repairs completed at first visit	99.4%	97.0%	92.0%	98.0%
Number of properties without a valid gas servicing certificate	16	3	52	5
Energy Home Support - number of private sector residents participating in the District's fuel poverty alleviation schemes	-	-	109	No target set
Avg number of days to process major planning applications	-	171	149	Trend

**Appendix 2: Additional Housing Measures**

Indicator Name	Year to Date Quarter 3 19/20	Year to Date Quarter 3 20/21	Year to Date Quarter 3 21/22	Year to Date Target 21/22
Avg number of days to process minor planning applications	-	64	64	Trend
Number commercial applications	-	25	18	Trend
Number of residential applications	-	168	169	Trend
Number planning applications major	-	36	44	Trend
Number planning applications minor	-	818	896	Trend
% reduction in all crime - Newark & Sherwood District	1.9%	20.0%	18.0%	0.0%
No of new anti-social behaviour reports to the Council (non tenants)	178	209	163	Trend
Avg no of working days to process housing benefit change in circumstances	3.7	9.3	3.6	7.0
Avg no of working days to process new housing benefit claims	-	19.3	19.3	18.0

**Appendix 2: Additional Housing Measures**

**Annual Indicators – Included for information**

Indicator Name	19/20 Q4 Value	20/21 Q4 Value	20/21 Q4 Target
% of rent arrears written off	0.30%	0.37%	0.40%
% of tenants satisfied with landlord / overall service (STAR)	-	87.5%	Trend
% of tenants who felt staff were able to deal with their problem (STAR)	-	87.1%	91.0%
% of tenants satisfied with the quality of their home (STAR)	-	85.7%	90.0%
% of tenants satisfied with supported housing services (STAR)	-	87.5%	88.0%
% of tenants satisfied with the neighbourhood (STAR)	-	90.0%	87.0%
% of tenants satisfied that their views are being taken into account (STAR)	-	81.8%	82.0%
% of tenants who feel they are kept informed about things which affect them (STAR)	-	N/A	85.0%
% of tenants satisfied with the responsive repairs service (STAR)	-	82.0%	85.0%
STAR survey – How satisfied are you with the grounds maintenance, such as grass cutting, in your area? Annual Figure	-	-	New for Q4 21/22
Tenant satisfaction that landlords listens to their views and takes notice of them	-	-	New for Q4 21/22

**Appendix 2: Additional Housing Measures**

Indicator Name	19/20 Q4 Value	20/21 Q4 Value	20/21 Q4 Target
Tenant satisfaction with landlords engagement with tenants	-	-	New for Q4 21/22
Tenant satisfaction with landlord actions to keep communal areas clean and safe	-	-	New for Q4 21/22
Tenant satisfaction with landlord contribution to the neighbourhood associated with their home	-	-	New for Q4 21/22
Change in NSDC stock size	-	25	Trend
% of properties with an energy efficiency (SAP) rating of C or above	*	*	New for Q4 21/22
Number of properties delivered through the HRA Development Programme	-	-	New for Q4 21/22
Number of dwellings completed	552	767	Trend
Number of dwellings committed or under construction	7,749	7,296	Trend
Affordable homes completed	134	195	Trend

\* Ongoing work to collate the SAP EPC data as there appear to be some certificates missing and reconciliation is in progress. Consultants are in place to assist in obtaining new EPCs. PI will be populated in the coming periods.