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Wednesday, 1 June 2022

Chairman: Councillor R White
Vice-Chairman: Councillor Mrs P Rainbow

Members of the Committee:

Councillor L Brailsford
Councillor L Brazier
Councillor Mrs B Brooks
Councillor S Carlton
Councillor M Cope
Councillor D Cumberlidge
Councillor Mrs L Dales
Councillor Mrs E Davis
Councillor S Haynes
Councillor P Harris
Councillor Mrs L Hurst
Councillor J Kellas
Councillor N Mison

Substitute Members:

Councillor M Brock
Councillor Mrs R Crowe
Councillor L Goff
Councillor T Wildgust
Councillor Mrs Y Woodhead

MEETING: Policy & Performance Improvement Committee

DATE: Monday, 13 June 2022 at 6.00 pm

**VENUE: Civic Suite, Castle House, Great North Road, Newark,
NG24 1BY**

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

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

AGENDA

	<u>Page Nos.</u>
1. Apologies for Absence	
2. Declaration of Interest by Members and Officers	
3. Notification to those present that the meeting will be recorded and streamed online	
4. Introduction from the Chairman	Verbal
5. Appointment of Policy & Performance Improvement Committee Members to:	
(a) The Tenant Engagement Board (three Members) <i>The Tenant Engagement Board is the forum through which the Council's tenants can hold the Council to account for the quality of their homes and the services they receive from the Council.</i>	
(b) The Planning Policy Board (three Members) <i>To provide a detailed oversight and advise on the process of the Local Development Framework production.</i>	

Reports & Presentations

6. Presentation - Evening Economy Strategy	Verbal
7. Newark & Sherwood Community Lottery Annual Report	5 - 8
8. Presentation - Review of Empty Homes Standard Pilot	9 - 14
9. Council's Annual Budget 2023/24 Overall Corporate Budget Strategy	15 - 44
10. Community Plan Performance for Quarter 4 2021/22	45 - 69

Reports from Working Groups

None

Review of Executive Decision Making and Recent Decisions

11. Review of Executive's Forward Plan	70 - 75
12. Review of Executive's Recent Decisions	To Follow

The Decisions of the Executive taken at the Cabinet Meeting to be held on 7 June 2022 will be circulated prior to the meeting.

Topic Suggestions Received

- | | | |
|-----|---|---------|
| 13. | Members ICT Provision - Request for Working Group | 76 - 77 |
| 14. | ASB - Request for Working Group | 78 - 79 |
| 15. | Resolve to Invite External Participants to Next Meeting | Verbal |
| 16. | Suggested Items for Next Meeting | |

Topic Suggestions received by 12 August 2022 - 20 working days before the next Policy & Performance Improvement Committee
Report from Working Group (if approved) – Members ICT Provision
Report from Working Group (if approved) – ASB
Presentation on Residents Survey
Community Safety Partnership - Report
Customer Strategy – Request for Working Group
Community Plan Performance – Quarter 1
Financial Performance Reporting – Quarter 1
Role and Remit of Tenant Engagement Board

To be added

Any items suggested by Policy & Performance Improvement Committee
June from Executive Forward

Suggestions for additional items to be agreed by Policy & Performance Improvement Committee
Tenant Annual Report
Newark Towns Board Update
Playing Pitch Strategy
STAR Results



Report to: **Policy & Performance Improvement Committee Meeting – 13 June 2022**
Director Lead: **Suzanne Shead, Director – Housing, Health & Wellbeing**
Lead Officer: **Andy Hardy, Health Improvement & Community Relations Manager, Extension 5708**

Report Summary	
Reason for Report	To provide Committee with an update on the progress of Newark & Sherwood Community Lottery since its launch in May 2021.
Report Title	Newark & Sherwood Community Lottery Annual Report
Purpose of Report	To provide Members of the Policy & Performance Improvement Committee with an overview of the impact of the scheme since its launch in May 2021. The report outlines progress on membership of the lottery and finances generated for good causes through its operation. This is a report for noting.
Recommendation	That the report be noted.

1.0 Background

- 1.1 Newark & Sherwood Community Lottery launched in May 2021 and has now been in operation for a full year. To date 62 ‘Good Causes’ have registered with the lottery and are receiving financial support through ticket sales, the details of which are attached to this report as **Appendix A**. The membership target of 50 good causes in the first year was achieved within three months of the launch and the number has grown steadily to its current number. Regular marketing and promotion of the lottery using local opportunities and national incentives provided by Gatherwell continues to raise the profile of the lottery locally. The range of ‘Good Causes’ that are benefiting from the lottery includes charities, sports clubs, community and youth groups and other ‘not for profit’ organisations, with a number generating over £100 each month to support their respective objectives.

- 1.2 Currently there are 550 supporters purchasing 1,062 tickets per week which has generated £33,134.40p for the registered 'Good Causes' in the first year. The District Council also benefits from the lottery through two payment receipts each week. Players can choose for 50p of their £1 ticket to be donated to either a specific 'Good Cause' registered with the lottery or for it to go towards the 'Central Fund' which is held by the District Council. The 'Central Fund' has generated over £4,000 in the first year for onward distribution by the Council to registered 'Good Causes'. In addition, 10p from every £1 ticket contributes towards the 'Operator Fund' where annual totals are estimated to be approximately £4,500 and again these proceeds are available to the Council to distribute.
- 1.3 At its meeting on 22 November 2021, Members of the Homes & Communities Committee approved a proposal to introduce a 'lottery within a lottery', whereby funds generated for the District Council are distributed to registered 'Good Causes' through a 6 monthly raffle style draw. It was agreed that one-off awards of £500 are granted to successful groups, with the amount of awards available at each draw dependant on the total income generated into the 'Central Fund'. In addition the proceeds from the 'Operator Fund' are also shared with 'Good Causes' after the annual operating costs are paid which in effect covers the annual Gambling Commission Licence and membership fees associated with the National Lotteries Council which the Council is registered with.
- 1.4 For the first lottery draw, which was presided over by the Leader of the Council and 'live streamed' on 7 April 2022 a total of £3,000 was shared with 6 'Good causes' which each received £500. The first 6 winners were Balderton Cricket Club, Kickstart Youth Football League, Ollerton Jubilee Hall, Ollerton and Boughton Scouts and Guides, Newark Co-production – Melody Café and Nottinghamshire Mind.
- 1.5 As part of the governance arrangements and scrutiny for the lottery it was agreed that the management of it by the Council's preferred operator, Gatherwell, would be subject to an audit review. The Audit report executive summary published in March 2022 confirmed '*Substantial Assurance*' stating '*our critical review or assessment on the activity gives us a substantial level of confidence (assurance) on service delivery arrangements, management of risks, and operation of controls and / or performance. There are some improvements needed in the application of controls to manage risks. However, the controls have been evaluated as adequate, appropriate, and operating sufficiently so that the risk of the activity not achieving its objectives is medium to low*'.

2.0 Proposal/Options Considered and Reasons for Recommendation

- 2.1 This report is intended to provide a summary of the impact and benefits generated through the launch of the Newark and Sherwood Community Lottery after it first year of operation and the report is for noting. It is intended that an annual report will be presented to Policy and Performance Improvement Committee each year to ensure that members area appropriately informed of the positive contribution the lottery makes to voluntary and community sector organisations that provide support and assistance to residents of the District.

3.0 Implications

- 3.1 There are no adverse implications with this report, the launch of the Community Lottery has been a great successes and is generating much needed financial support for the Districts registered 'Good Causes' and has become a sustainable operating model where costs associated with its management are covered by proceeds generated. Moving forwards the management of the lottery will be conducted in accordance with the recommendations of the Audit report.

Background Papers and Published Documents

NIL

Good Causes Registered with Newark & Sherwood Community Lottery - June 2022	
Newark & Sherwood Lottery Community Fund	Beaumont House Hospice Care
Newark R&M Cricket Club	Bowe Community Radio CIC
Clipstone Miners Welfare Football Club	MHA Communities East Nottinghamshire
Walesby Forest	Bilsthorpe Heritage Museum
CASY	Citizens Advice Sherwood & Newark
Radio Newark	Collingham Rural Advice and Resource Centre
Children's Bereavement Centre	South Clifton Coronation Hall
Coddington Community Centre	Mansfield Cat Rescue
Support For Syrian Refugees	Newark & Tuxford Foodbank
The Furniture Project Nottinghamshire	Home Start Newark
Newark Emmaus Trust	The Dukeries Community Workshop
Newark Patriotic Fund	1st Newark Brownies
Nottinghamshire Mind	Newark & Sherwood Community Hub
Newark Book Festival	Newark & District Community First Responders
Reach Learning Disability	Think Children
BeanBlock C.I.C	The Community Garden Project
Balderton Cricket Club	The Wolfit Endowment Fund
Newark Community First Aid	1st Balderton Scouts
Girlguiding Ollerton Division	1st Edwinstowe Scout Group
Ollerton & Boughton Scouts & Guides	Newark Indoor Bowls Centre Ltd
Newark Dementia Carers	Newark & Sherwood Community & Voluntary Service
Bilsthorpe Emergency Team	Sherwood Archers
1st Bilsthorpe Scout Group	Newark Castle Archers
Melody Caff	Sutton-on-Trent Primary and Nursery School PTA
Sam's Workplace	Cornwater Evergreens
Newark Brazil FC	Friends of North Clifton School
Ollerton Village Jubilee Hall	Association of Chuter Ede
Kickstart Youth Football League	Newark & Sherwood Concert Band
Blidworth on the Move Support Network	Newark Breast Cancer Support Group
Newark Women's Aid	Community Action Response Ollerton & District
The Social Action Hub	North Muskham Village



Supplementary Briefing – Empty Homes Standard

Our tenancy agreement requires tenants to give us four weeks notice of terminating their tenancy.

When notice is received, our Leaving Well Officer arranges to visit the outgoing tenant to:

- Talk through what the tenant will need to do when ending their tenancy
- Explain how the Council expects the home to be left
- To identify and damage/recharges and help tenants to put these right to avoid any costs once they have moved
- Give some indication to the repairs team on the level of works required

When the tenancy ends and the keys are returned, the empty homes team inspect the property against the empty homes standard (see appendix one) paying particular attention to health and safety checks and orders any work needed through our own trades team or via a contractor if there are complex works required.

If the home has been identified as needing “major works” such as a new kitchen/bathroom or heating system, the works will be brought forward and completed whilst empty as this gives a better customer experience.

If the home requires a rewire within the next 2 years, this is brought forward to be completed whilst empty as this can be very intrusive.

If the home has good flooring, we let the applicant know and this can be gifted to them – if they have their own, the Council take them away for no charge.

When the ready to let date is agreed based on the works needed, Housing Choices advertise the property and eligible applicants can place a bid.

Once all the repairs have been done, the property is post inspected (and sometimes also by tenants) to ensure it meets the standard and the property is ready to let.

The successful applicant is contacted to arrange a viewing at the property with tenancy and estates team where the applicants can look around, discussions about the tenancy agreement and any help or support required to ensure a successful tenancy.

VOID LETTABLE STANDARD SPECIFICATION – CORE
(Includes property, outbuildings, outside toilets and garages)

01/06/2021

1. Health & Safety & Utilities

1.1	Complete (EICR) electrical installation condition report and test including smoke detectors and ensure electricians conform to current. National Standards for electrical safety (18th edition of the 'Wiring Regulations', British Standard 7671). Carry out all Cat 1 and Cat 2 remedial repairs (i.e. those that are urgent & requiring attention).	ELECTRICAL
1.2	All electrical sockets, light fittings and switches should be clean and undamaged. 2 repairs.	
1.3	Inspect Immersion heater thermostat to ensure that it is of the safety cut-out, manual reset type. Thermostat should be replaced if required.	
1.4	Remove all DIY electricians and make good.	
1.5	Replace all non-standard light fittings and replace all existing bulbs with LED bulbs.	
1.6	Immersion heater should be in working order (Where required).	
1.7	Install a minimum of 1 'hard wired' smoke detector per floor where not already present. Install a battery alarm with a ten-year battery life if not possible.	
1.8	Disconnect tenant's gas cooker or fitted gas hob (Gas contractor).	GAS
1.9	Dispose of gas cooker or hob. Adjust kitchen to leave a cooker space if necessary. (Repairs contractor).	
1.10	Complete gas test and ensure all gas installations conform to current 'Gas Safe' regulations. (Gas contractor).	
1.11	Gas radiators should be free from rust (i.e. sanded down and painted for minor areas) and in good operational and decorative order (if not replace).	
1.12	Carbon monoxide detectors should be tested and installed if there is a gas fire or boiler is not room sealed and one is not already in-situ.	
1.13	Inspect Mains cold water tank. If it is of plastic construction, ensure that it has a close fitted lid, is insulated to comply with Bylaw 30 and mounted on a suitable base made of a suitable material and thickness which supports the complete base surface area.	WATER
1.14	Inspect property for evidence of rising or penetrating damp and if found remedy. Treat any mould growth areas with a fungicidal wash.	
1.15	Drainage systems will be free flowing and functional.	
1.16	The plumbing system should be inspected for signs of leakage and all stop cocks should be overhauled or replaced and clearly labelled.	
1.17	At appropriate times the water system will be drained down and refilled for frost protection.	

1.18	Inspect all fire doors and fire prevention mechanisms to ensure in good working order.	OTHER
1.19	Sources of heating should be tested and ready for use once tenants have credit on the meter.	
2. Internal		
2.1	Inspect internal doors for damage, ensure furniture will be correctly fitted and serviceable. If required replace glazing with safety glass. <i>N.B. Curtains, curtain poles and blinds will normally be left for security reasons, but will be removed on request of tenant at the beginning of the tenancy.</i>	DOORS & FLOORS
2.2	Damaged/broken/loose floor tiles with ACMs to be removed by asbestos specialist.	
2.3	Gaps where floor tiles have been removed to be filled with self-levelling latex screed.	
2.4	Carpets left by previous tenant that are in good condition, should be left and gifted to the next tenant (unless infestation has occurred, or at tenants request then all carpets to be removed). Carpets may need to be cleaned if instructed to do so. If not in good condition, to be removed.	
2.5	Inspect all internal floorboards, fixed floor coverings, stair treads, banisters and handrails to ensure they are free of tripping hazards. To replace all damaged or badly stained flooring. Old gripper rods in the property to be removed. Handrails will be installed to all stairwells between the ground and upper floor. <i>N.B. Badly stained flooring is that which stains cannot be removed through cleaning.</i>	
2.6	Any laminate floor fitted in an upper floor flat, regardless of the condition of it, should be removed.	
WALLS & CEILINGS		
2.7	Adaptation handrails from bathroom/WC and the living space (other than stairways) to remain in situ.	WALLS & CEILINGS
2.8	Remove all polystyrene ceiling tiles. And skim coat plaster repair over area of removal. Mist coat emulsion paint to be applied to all newly plastered surfaces.	
2.9	Inspect any bathrooms, kitchens and doors that have been left at the property by the previous tenant and ensure safe and fit for use.	
2.10	Architraves, skirting boards, picture rail and dado rail will be complete, with any holes or gaps filled and sanded down.	
2.11	Carry out plaster repairs to areas where ACMs have been removed – double board separation.	
2.12	All walls and ceilings should be free of excessive cracking or holes. The soundness of the plasterwork will be checked as far as is possible, Where required damaged/peeling off wall paper will be stripped for the whole room, and surfaces made good and left ready to receive decoration. Heavily stained doors, architraves or skirting to be sand down and painted with gloss.	
2.13	Lock the loft hatch with an agreed type FB lock so that it is kept out of use.	
2.14	Vents will be unobstructed allowing for the free flow of air.	
BATHROOMS		
2.15	All sinks, basins, WC pan/cistern and baths are to be checked and if damaged or cracked, are to be replaced.	BATHROOMS
2.16	Mastic sealant or sound grouting should be in place at the joint between sanitary units, work top and wall tiles. If the sealant or grout is discoloured or dirty it will be removed and reapplied.	
2.17	Carry out enamel repairs to bath rather than replacement, if possible unless enamel is badly stained.	

2.18	All toilet seats should be replaced with a one that meets British Standards.	
2.19	All bath, sink, wash hand basins should have a plug.	
2.20	Replace Shower head and hose and remove (and replace for wet rooms) existing shower curtain where present. Removal of shower seats unless in over 55's or special needs (including for the elderly) accommodation. Shower seats in over 55's will be replaced if damaged or severe mould or mildew is present.	
2.21	Kitchen fittings and fixtures will be safe and functional.	KITCHENS
2.22	Every kitchen will contain an electric cooker point and a gas cooker point where gas is fitted to the property.	
2.23	Where reasonably practical existing kitchens should be capable of receiving the three basic modern day appliances, a cooker, a washing machine and a fridge (or fridge freezer) where there is suitable space or minor adjustments can take place to any existing layout, even where this may reduce storage capacity.	
2.24	There must be the ability to ventilate by means of window(s) or extractor fans.	
2.25	There should be as a minimum: <ul style="list-style-type: none"> · Stainless steel sink top with single drawer. · Kitchens which are too small to fit a 1000x600mm sink unit can be fitted with a 1000x500mm. · Double base unit with draw-line and complete with rolled worktop. A 1000x300x600 wall unit securely fixed to the wall. 	
2.26	All drawing pins, blue tac, nails, screws, picture hooks and the like from walls should be removed safely and holes to be filled. All carpet tacks and gripper rods should be removed from the floor areas.	FINISHES
2.27	Any graffiti should be removed from walls and ceilings. In severe cases a stain block to be used followed by coat of emulsion.	
2.28	Loose wall coverings (i.e. paper) should be removed if unable to repair.	
2.29	Wall tiles two rows high should be fitted around all baths, splash back areas and kitchen worktops. Where possible to try matching or replace with white tiles for all. Where shower units have been installed, tiles should be fitted to the walls. Cooker spaces should have tiles installed from skirting level.	
3. External Fabric of the Building		
3.1	Roof will be watertight and any noted broken or missing tiles replaced and any missing pointing to eaves or ridge tiles to be filled.	HEALTH & SAFETY
3.2	Gutters and rain water goods will be functional with no signs of leaks.	
3.3	Inspect all external footpaths, ramps, steps and handrails to main door entrances to ensure they are free of tripping hazards and safe.	
3.4	Assessment of condition of all windows and external doors and arrange necessary repairs prior to re-let to ensure ease of operation, security and safety. All cracked/blown or broken glass should be replaced. At least one key for windows in each room, which should be tested for use.	
3.5	Casement opening windows at first floor level and above should be fitted with opening restrictors to reduce risk of falling from a height.	
3.6	Inspect all Outbuildings and attached canopies / garages, to ensure that they are safe and watertight.	

3.7	Inspect roof/loft space to ensure it is clear (tenant items removed) and that existing firebreaks are intact.	
3.8	All window types and materials shall be free from rot or decay offering ease of use for opening/closing and fitted correctly to prevent water ingress. Windows not of this standard to be considered for replacement either during the empty period or later date (programmed schedule).	
4. Cleaning		
3.9	Front fire door locks are to be replaced with the agreed Primary Test euro lock barrel and provide 2 sets of keys. Where suited lock systems are in place, they need to be retained.	SECURITY
3.10	Ensure there are two working keys for front/back doors; and for (if applicable) all side doors, communal door entry, garage, or outside storage sheds linked to property when returned fit to let.	
3.11	Non fire door front doors are to have a replacement Eurolock for existing multilock systems or a dual latch and mortice lock arrangement for standard timber doors.	
3.12	Test Door entry systems (where installed) for correct operation.	
3.13	Remove any existing burglar alarms systems and/or CCTV equipment.	
3.14	An external meter cabinet key should be provided (where required).	
4. Cleaning		
4.1	All furniture, rubbish, remaining goods, personal effects, loose electrical equipment, clothes, and loose floor coverings will be removed. The property will be cleared of all discarded drugs or sharps and needles. All waste material will be removed from the property and taken on the day of removal to a licensed disposal or storage site as appropriate.	INTERNAL
4.2	If the property shows signs of vermin or insect infestation, then fumigation or other appropriate treatment will take place.	
4.3	All cleaning should be completed using appropriate and safe cleaning equipment and materials.	
4. Cleaning		
4.4	All floors and stairs should be swept and cleaned to high standard and wet mopped where possible. Bathroom and WC floors should be disinfected.	SPARKLE CLEAN
4.5	All scuffs (where possible) and paint splashes should be removed.	
4.6	All doors (internal and external), doorframes, , including architraves and side casings windows, window frames, windowsills, skirting boards, radiators and pipe works should be washed down and wiped cleaned.	
4.7	Cobwebs will be removed from all areas.	
4.8	All storage cupboards to be swept and mopped.	
4.9	Kitchen units, all work surfaces, tiles, cupboards, drawers and sink to be thoroughly cleaned and all cleaning residue to be rinsed away. (All cleaning to be carried out inside and out of unit, cupboard, drawers).	
4.10	All bathroom fittings, i.e. toilet (front and around the U bend), sink, tiles, pipework, shower and bath to be cleaned, particular attention to be given to cleaning of taps to good standard and removal of lime scale where possible. If the toilet or bath are heavily stained and unlikely to be removed by cleaning, then the fitting will be replaced.	

4.11	Electrical sockets, light fittings and switches to be thoroughly cleaned. Light pulls to be replaced where necessary.	
4.12	Radiators to be cleaned at the front and as much as possible behind and under the grill if possible.	
4.13	Final check (includes leaving toilet strip confirming clean and deodorants in bathroom and kitchen).	
4.14	All cleaning to leave no marks, finish streak free and left dry.	
4.15	All rooms to be deodorised with mist spray and a freshener pot left in each room.	
5. Garden & Curtilage		
5.1	All rubbish and litter left in gardens, garage and outbuildings should be removed. Do not leave any garden debris or rubbish in the dustbins.	Garden
5.2	Hedges to garden areas will be trimmed to a manageable height not exceeding 4ft at the front and 6ft at the rear.	
5.4	Trim all grass areas, rake up all cuttings and remove from site.	
5.5	Gardens / yards will be cleared and safe for use with grass / vegetation trimmed and taken away and dog / cat excrement to be cleared.	
5.6	Alterations made to the garden by the outgoing Tenant should be removed i.e. rockeries, ponds etc.	
5.7	Any existing boundary fences, walls, gates etc. will be made safe. N.B. On a cases by case basis, consideration will be given to repair or renew damaged boundary fencing or wall bordering onto a public footpath.	
5.8	Sweep and wash down pathways as necessary.	
5.9	All sheds or greenhouses should be removed, unless in good order and incoming tenant is willing to have them gifted to them. N.B. If asbestos is present the shed will be removed within 5 days of letting the property (subject to tenant's approval).	
5.10	Note the number, condition and type of all trees in the garden.	
5.11	Add a padlock to gates (this will help reduce fly tipping). All outhouse to have a working lock or padlock fitted and keys to be supplied.	



Report to **Policy and Performance Improvement Committee Meeting** 13th June 2022

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

Lead Officer: Nick Wilson, Business Manager – Financial Services, 01636 655317

Report Summary	
Reason for report	To enable the Council’s budget process to proceed encompassing agreed assumptions.
Report Title	Council’s Annual Budget 2023/24 Overall Corporate Budget Strategy
Purpose of Report	To set out the General Fund & HRA Budget Strategy for 2023/24 for consideration by Members before detailed work commences.
Recommendations	<p>The overall General Fund & HRA budget strategy be approved;</p> <p>The consultation process with Members be noted;</p> <p>Budget officers continue work on the assessment of various budget proposals affecting services for consideration in setting the Council's budget; and</p> <p>Budget managers work with finance officers in identifying further efficiency savings, increasing income from fees and charges and in identifying new sources of income.</p>

1.0 Background

- 1.1 The Council’s Constitution sets out the process for developing the Council’s Annual Budget.
- 1.2 The process requires that, each year, the Council’s Section 151 Officer presents a report on the overall budget strategy for the forthcoming financial year, to the Policy and Performance Improvement Committee.
- 1.3 The Policy and Performance Improvement Committee is then required to consider the report of the S151 Officer and make recommendations to Cabinet for the forthcoming financial year.

2.0 Budget Proposals

2.1 Budget Presentation

2.1.1 The budget process will result in setting the General Fund budget and the Council Tax for 2023/24 and will be approved by Council at its meeting on 9 March 2023.

2.1.2 The budget process will result in setting the Housing Revenue Account budget and the rent setting for 2023/24 and will be approved by Council at its meeting on 7 February 2023.

2.2 Financial Policies

2.2.1 The Council has agreed policies on Budgeting and Council Tax, Reserves and Provisions, Charging, Value for Money and also a set of Budget Principles which set out the approach to be taken to the budget process. These policies were last reviewed by the Policy & Finance Committee in June 2021. The policies and principles have been reviewed and updated where necessary and are attached as **Appendices A to E**.

3.0 Budget Strategy

General Fund

3.1 The current Medium Term Financial Plan (MTFP) was approved on 8 March 2022.

3.2 The table below sets out the summary of the financial forecast, identified within the current MTFP, assuming that Council Tax at average Band D will increase by the same rate as in the 2022/23 financial year, i.e. 1.94%:

	2022/23 (£m)	2023/24 (£m)	2024/25 (£m)	2025/26 (£m)
Net Service Expenditure (less capital charges)	14.388	14.517	14.900	15.343
Total Other Expenditure	1.172	1.877	1.874	1.898
Total Expenditure	15.560	16.394	16.774	17.241
Business Rates: receivable annually	(6.744)	(4.413)	(5.082)	(5.639)
Business Rates: other adjustments	0.341	0.000	0.000	0.000
Council Tax: receivable annually	(7.646)	(7.966)	(8.299)	(8.646)
Council Tax: surpluses/(deficits)	(0.333)	0.000	0.000	0.000
Council Tax: other adjustments	0.047	0.000	0.000	0.000
Other Grants	(0.568)	(0.568)	(0.464)	(0.475)
Contribution (to) or from Reserves	0.657	3.447	2.929	2.481

3.3 The national context around future local government funding is uncertain. At the time of writing the MTFP in January 2022 it was expected that a consultation paper would be published during Spring/Summer 2022 (prior to the Summer Recess) on the Fair Funding Review which would seek to rebalance the funding formula used to assess resource needs for local authorities.

- 3.4 Since that point, Civil Servant and Ministerial time has been diverted from this onto other activities (Omicron, War in Ukraine, Cost of living crisis etc) and hence it is inevitable that a delay in the local government funding reforms until after 2023/24 will occur. The modelling in the table above assumed that the reforms would be implemented during 2023/24 and hence, as this is now unlikely, there will be a positive impact on the Councils current Medium Term Financial Plan.
- 3.5 The reason for believing that the anticipated reform is now unlikely is that there is little time available to implement major changes in funding prior to the Local Government Finance Settlement (LGFS) announcement in December. A full consultation paper would need to be published before the parliamentary recess in July. Working groups with authorities have not yet (at the time of writing this report) been arranged, and any progress will further be hampered by purdah for the local elections held in May 2022.
- 3.6 Ministers might have more flexibility to reallocate some of the one-off grants (e.g. the 2022/23 Services Grant (Nationally £822m - NSDC share £253,530) or Lower Tier Services Grant (Nationally £111m-NSDC share £168,250)). Adding this to the potentially returned New Homes Bonus surplus, this could be around £1.2bn to £1.6bn.
- 3.7 Officers will remodel the new assumptions together with the impact from the 2021/22 outturn position into the currently approved MTFP and present this to Cabinet during September 2022.

Bridging the Gap

- 3.8 Whilst the table above forecasts large gaps in each of the financial years, the MTFP also described ways in which the Council will bridge the gaps in funding. The table below summarises these mitigating measures:

	2022/23 (£m)	2023/24 (£m)	2024/25 (£m)	2025/26 (£m)
Contribution (to) or from reserves	0.657	3.447	2.929	2.481
Contribution (to) or from reserves other than MTFP reserve	(0.096)	0.200	0.200	0.200
Contribution (to) or from MTFP reserve, before proposed mitigations below	0.561	3.647	3.129	2.681
Use of MTFP reserve to offset contributions from reserves in future years	0.039	(2.947)	(1.979)	(0.635)
Contribution from Nottinghamshire Business Rates Pool	(0.600)	-	-	-
Dividends from Arkwood Developments Ltd	-	(0.500)	(0.500)	(0.500)
Savings from service reviews	-	-	(0.100)	(0.100)
Savings/efficiencies from making business processes more efficient	-	(0.100)	(0.200)	(0.200)
Increased income from the council becoming more commercial	-	(0.100)	(0.200)	(0.200)
Rental income from town centre regeneration	-	-	(0.150)	(0.150)
Contribution (to) or from MTFP reserve, after proposed mitigations above	0.000	0.000	0.000	0.896

- 3.9 Whilst these initiatives bridge the gap in each of the identified years, there is still an inherent £1.531m annual deficit to fund from 2026/27 onwards. As it is anticipated, from the table above a use of reserves of £0.635m together with a deficit of £0.896m in 2025/26, should costs and income increase in proportion during 2026/27 there will be an annual deficit of £1.531m. Policy and Finance Committee approved, at its meeting of 27th January 2022, a Commercial Strategy underpinned by an action plan, which would bring forward activities in order to assist with closing this gap. A steering group has been established and progress against these actions will be monitored. Any approved initiative will be factored into the budget and MTFP to be presented to Council on the 9th March 2023.

Housing Revenue Account

- 3.10 The assumptions to be used within the update of the Housing Revenue Account (HRA) Business Plan will be presented to the Policy and Performance Improvement Committee in September and Cabinet in November. These HRA specific assumptions (such as numbers of Right to Buy receipts) will then inform the creation of the HRA budget

Budgeting Assumptions

- 3.11 The following underlying assumptions will be applied in compiling the draft General Fund and HRA budgets for 2023/24:

3.11.1 Base Budget

The base budget for 2023/24 will be derived from the original 2023/24 notional budget as compiled in the preparation of the MTFP for 2022/23 to 2025/26 and approved by Council on 8 March 2022 (ref. 4.1 above). This will aid in the transparency of the change in assumptions process, and will also ensure that changes in resource allocations are captured and reported accordingly. The funding position will, however, be updated for the fact that the anticipated reduction (of circa £2m) in business rates income will not materialise in 2023/24.

3.11.2 Staff Costs

The actual establishment, reconciled to the HR records, will be used to generate the starting point for employees' expenditure. It has been assumed that within the Service Unit budgets, the Council will employ 100% of the establishment throughout the year with the exception of known unfilled vacancies where salaries are budgeted to commence on the anticipated starting date.

A 3% increase in wages and salaries will be assumed for 2023/24. At the point of writing this report, the Council had not received information regarding the pay offer for staff for the 2022/23 financial year.

The financial implications of these changes and those for the National Living Wage will be kept under constant review and the budget, if required, will be revised before presentation to the Policy and Performance Improvement Committee on 30 January 2023.

A vacancy provision of 5% of the total salary budget for 2023/24 will be made to allow for natural savings being made from posts remaining vacant before being filled. With the challenges in recruiting that have been seen over the last two financial years, this appears to be a reasonable approach. The actual outturn of savings from vacancies amounted to 6.76% for 2021/22. As it is not possible to predict precisely which business units will experience vacancies in the year, an overall saving will be set aside. This provision will be determined once the total salary budget for 2023/24 has been calculated.

3.11.3 Employer's Superannuation

A triennial review is currently taking place on the Nottinghamshire Pension fund, in order to determine the contributions necessary for the next three year period from 1 April 2023. In order to do this, the Pension Fund evaluates balances as at a point in time every three years, and sets the contribution rates, to give employers stability of payments. The lead pensions Partner from Barnett Waddingham presented to Chief Finance Officers (CFOs) across the County to review the current position on the pension fund. He is expecting to report back to CFO's with the triennial review results available for mid-October. The s151 Officer of this Council has also asked Barnett Waddington to prepare the Employer Results Schedule setting out the updated funding level and indicative employer contribution rates for Newark and Sherwood District Council. The results of this report will be built into the revised MTFP and budget for 2023/24.

It is anticipated that the Council will pre-pay the secondary contributions for the whole three year period, as it did within the current triennial period, in order to receive a reduced primary contribution rate. This will only be completed where the savings generated through the reduction in the primary contribution outweighs the perceived interest income generated by holding the cash in the Councils investment portfolio. This would be subject to a Delegated decision to the Portfolio Holder for Strategy, Performance and Finance at the relevant time.

3.11.4 Provision for Inflation

The Council is exposed to a number of different costs that rise at various different rates of inflation. The Consumer Price Index is the measure that references the weighted average prices of a basket of consumer goods and services and is measured on a rolling annual basis. This measure is used against the vast majority of Council consumables outside of Pay/Utilities and vehicle costs. CPI rose to 7% in March 2022 (up from 6.2% in February 2022). This is expected to peak at 7.4% in 2022, then reduce to 4% in 2023 and reduce to under the Governments target of 2% in 2024 and 2025.

The Council has a number of properties within its portfolio and hence is exposed to increases in cost in relation to electricity and gas. Wholesale energy prices are at an all-time high, based on a number of factors such the post covid increase in activity and the war in Ukraine. Due to this energy prices have ranged in increase but are putting significant strain on both residents and business' for which the Council is not immune. It is anticipated that there will be another large increase in the price cap in October of 2022 further to the increase that occurred in April 2022.

Transport costs have also increased significantly during the year since May 2021. The price per litre of Diesel is currently 177.06p per litre which is 47.1p per litre higher than the

equivalent time last year (36.24% increase). The Council utilises around 445,000 litres of diesel per annum with the biggest user being the refuse fleet.

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

	2023/24	2024/25	2025/26	2026/27
General Inflation	5%	3%	2%	2%
Utilities	25%	5%	5%	5%
Transport (Fuel)	5%	5%	5%	5%
Transport (parts)	18%	3%	2%	2%

3.11.5 Fees and Charges

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

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

3.11.6 Interest Rate

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

4.0 Risks in Preparation of the Budget

- 4.1 The basis of the budget strategy will ensure that the Council delivers a balanced budget in March 2023; however, there are risks that may cause expenditure to increase or income to reduce. Consequently income and expenditure levels will be kept under review throughout the budget process.
- 4.2 It is essential to ensure that the strategic budget efficiencies and additional income are delivered as this is central to ensuring that the Council has a balanced budget. The delivery of the efficiencies and additional income will be kept under continuous review throughout the budget process.
- 4.3 It will not be possible to finalise funding in the budget until government announcements on future funding levels are published later in the year. Members are asked to approve the budget strategy as set out in this report, in order for the main provisions of the budget to be built. The impacts of the changes through the Comprehensive Spending Review will be reported to Members once this has been announced and officers have understood the implications on the Council.

5.0 Timetable

- 5.1 The Budget Timetable is dictated by the corporate timetable for the Executive arrangements. The essential deadline is that the Council is able to set the level of Council Tax for 2023/24 at its meeting on 9 March 2023.
- 5.2 The table below describes the key activities and dates in order for the production of the budget.

Date	Activity	Description
13 th June 2022	Budget Strategy reviewed by Policy and Performance Improvement Committee	Sets the overall direction of the setting of the budget and high level assumptions
14 th July 2022	Budget Strategy approved by Cabinet	Sets the overall direction of the setting of the budget and high level assumptions
31 st October 2022	Cash budgets completed	The completion by all Budget holders of the cash resources needed to fund service provision over the MTFP period
W/C 14 th November 2022	Director and Budget Holder review	In order for the Director to challenge the budget holders to ensure internal scrutiny of resource provision
28 th November 2022	Policy and Performance Improvement Committee review (HRA Only)	To review the assumptions around the HRA budget

29 th November 2022	Service budget review by SLT	Holistic review of overall service budget provision by SLT
W/C 12 th and 19 th December 2022	Portfolio Holder review	Portfolio holder scrutiny over service budget provision
W/C 9 th January 2023	Informal meeting with Portfolio Holders, Chair and Vice Chair of Policy and Performance Committee	Holistic review of the whole budget inclusive of the draft LGFS
17 th January 2023	SLT review of overall budget position	Holistic review of the whole budget inclusive of the draft LGFS
19 th January 2023	Cabinet review (HRA Only)	Cabinet review and recommendation to Full Council for approval of 2023/24 HRA budget
30 th January 2023	Policy and Performance Improvement Committee review (GF Only)	PPI Committee to scrutinise proposed budget for 2023/24
7 th February 2023	Council approval (HRA Only)	Council approves HRA budget for 2023/24 and Rent setting
23 rd February 2023	Cabinet review (GF Only)	Cabinet review and recommendation to Full Council for approval of 2023/24 GF budget
9 th March 2023	Council approval (GF Only)	Council approves GF budget for 2023/24 and Council Tax setting

6.0 Consultation

- 6.1 As the production of the budget will be predicated on the priorities within the Community Plan, it is anticipated that resource allocation will be linked to spending priorities. As the budget is to be derived based on the notional budget set for the forthcoming year (as per the approved MTFP), and changes made during the current financial year are factored in, consultation will continue to take place throughout the 2022/23 financial year. Members will continue to have an opportunity to shape the budget through approving/rejecting reports brought to Cabinet in year.
- 6.2 Once the first draft of the budget has been prepared, this will be reviewed by the Senior Leadership Team to ensure budget is aligned to the Community Plan priorities, during November 2022 as described in the table above.
- 6.3 Portfolio Holders will then be briefed on the proposals. This will enable a review of service budgets prior to presentation to Policy and Performance Improvement Committee during

the January cycle of meetings. This will be facilitated by Financial Services, with the services Director and Budget holders presenting their budgets.

- 6.4 The Policy and Performance Improvement Committee will have the opportunity to scrutinise the budget proposals prior to Cabinet recommending to Council for approval.
- 6.5 The latest full district wide consultation launched in May 2022 when the views of all residents and wider stakeholders and partners will be taken. These results will then be thoroughly analysed to understand how we can best serve our residents, with summary data presented in the Autumn. These results will then be used to shape and inform the development of the Community Plan 2023 which is planned to be approved in March. Budgets will be aligned to this to ensure that resources are directed at services which will deliver the priorities described in the Community Plan.
- 6.6 As in previous years, consultation on the budget will take place with Commercial Business Ratepayers. This will be advertised on the Council's website between the Cabinet meeting in February and the Council meeting in March.

7.0 Capital Programme 2023/24 – 2026/27

7.1 Prioritisation for the General Fund Schemes

- (a) When business cases for new schemes are brought to Cabinet, financing implications of capital expenditure are included in order to assess the viability of the scheme and to enable members to make informed decisions. Once the capital expenditure has been incurred, the financing of the Capital Programme as a whole is arranged by the Section 151 Officer, in line with the Council's Constitution. This may include use of internal resources, borrowing from internal resources or external borrowing. An appraisal of the most appropriate funding source will be included within the business case.
- (b) Capital projects for the new financial year will initially be commissioned by the Senior Leadership Team. These projects will then be assessed against the prioritisation criteria (see **Appendix D**) and will be ranked accordingly. Based on this assessment a report will be prepared for submission to Cabinet in February 2023, before final approval by Council on 9 March 2023.

7.2 Prioritisation for the Housing Revenue Account Schemes

The current HRA Capital programme reflects the latest available information agreed by officers within the Housing, Health and Wellbeing directorate. It comprises capital investment in the existing Council housing stock and the continuation of the five phase new build programme which commenced in 2017/18. Resources for future years will reflect the ability of the HRA to support any necessary borrowing, and other funding opportunities which may arise.

8.0 Reason for Recommendation

- 8.1 To enable the Council's budget process to proceed encompassing agreed assumptions.

9.0 Implications

Financial Implications

9.1 All financial implications are detailed within the report.

Policy on Budgeting and Council Tax

Introduction

Each year the Council is required to set a Council Tax in accordance with the provisions of the Local Government Finance Act 1992. It is a requirement of the Act that the Council Tax must be set by 11 March each year.

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

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

The District Council has no control over the level of Council Tax or precept set by the precepting bodies. This policy covers the District Council element of the Council Tax only. Nevertheless, it is recognised that public perception is influenced by the overall level of Council Tax and it can be difficult to appreciate that the requirements of the District Council form only a part of this. In fact, the District Council's spending requirements account for around 7% of the total Council Tax bill.

The Government has powers to require local authorities setting "excessive Council Tax increases" to hold a local referendum on the level of Council Tax. The level of excessiveness for the 2022/23 financial year was set at 2% or £5 increase but may be different in subsequent years. This information is provided within the Local Government Finance Settlement which is published during Winter each year.

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

Current Level of District Council Tax

The District Council's level of Council Tax for 2022/23 is £185.56 for a Band D property. This represents a 1.94% increase in council tax on 2021/22. The total bill, including all major precepts,

is £2,168.47 whilst the average Parish Precept is a further £83.12. In order to arrive at this level of Council Tax, the Council assessed its needs over the medium term and resolved to approve an increase at the minimal level possible whilst ensuring it remains cognisant of the challenges it faces ahead.

Consultation

The Council carried out a district wide public consultation during October to December 2018. This consultation consisted of three strands:

- Parish and Town Councils of which 27 completed
- 14 Stakeholders responded representing several key partnerships
- 11,224 residents completed a survey equating to an 11.3% response rate.

The results of this consultation was used to then shape Council services and inform the strategic direction of the Council with the adoption of the Community Plan the culmination of this work.

The latest full district wide consultation launched in May 2022 when the views of all residents and wider stakeholders and partners will be taken. These results will then be thoroughly analysed to understand how we can best serve our residents, with summary data presented in the Autumn. These results will then be used to shape and inform the development of the Community Plan 2023 which is planned to be approved in March. Budgets will be aligned to this to ensure that resources are directed at services which will deliver the priorities described in the Community Plan.

We are also looking to develop an Engagement Strategy which will shape how we consult with residents. The combination of these documents will help ensure that our engagement remains pragmatic, joined up, focussed, timed appropriately, involves stakeholders where relevant and utilises a variety of questioning techniques to allow for in-depth and informed analysis.

Proposals

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

- The Priorities and Objectives of the Council as set out within the Community Plan
- Inflation
- Consultation Responses

- The level of Council Tax considered to be acceptable to the public
- Government views on grant levels and referendum criteria
- Service demands

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

General Fund Balances and Reserves Policy

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

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

Council's generally hold useable reserves for three purposes:

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

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

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

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

It is recommended that:

- a) Reserves should be subject to an annual review by the Section 151 officer;**
- b) Reserves should not be over-provided;**
- c) Reserves should be used for the purpose for which they are provided (subject to a and b above)**

- d) Reserves should not be used to support ongoing general fund expenditure (subject to recommendations a and b, above)

Budgeting Principles

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

Council Objectives:

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

Balanced Budget:

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

Affordable Budget:

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

Inflation:

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

Sustainable Budget:

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

Budget Demands:

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

Use of 3rd Party Funding:

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

Adequate Reserves and Provisions:

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

Asset Management:

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

Council Tax Levels:

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

Value for Money:

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

Risk Assessment:

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

Sensitivity Analysis:

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

NEWARK AND SHERWOOD DISTRICT COUNCIL

CORPORATE CHARGING POLICY

Revised: June 2022

Date of next revision: June 2023

CONTENTS

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

1. Introduction

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

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

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

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

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

Fees and charges will be in accordance with the toolkit approved by Economic Development Committee on 21 November 2019.

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

2. Purpose of the Policy

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

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

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

- requiring more active use of market intelligence relating to different services.

3. Processes and Frequencies for Reviewing Charges

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

- all discretionary charges will be considered and approved by Council as part of the Budget and Council Tax setting process in March of each year.
- a major review of each business unit's charging strategy will take place at least once every three years to ensure consistency with the council's priorities, policy framework, service aims, market sensitivity, customer preferences, and income generation needs, and the justification for any subsidy that the council as a whole makes to the service.
- annual reviews will be carried out for all of these services as part of the budget process, and shall have regard for the budget strategy approved each year.
- where fees are not to be increased or are proposed to be increased below inflation, this must be reported to SLT by the budget officer clearly stating the financial implications and budget shortfall before the deadline for completion of the revenue budget.
- these formal reviews will be overseen by the appropriate Director.
- where decisions on fees and charges, including any concessions or discounts, are taken outside the budget process approved by SLT and Cabinet, any proposals must have due regard to the Medium Term Financial Plan.

4. Factors Relevant to the Annual Review of Charges

Annual reviews of charges will consider the following factors:

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

5. Processes for Setting Charges for New Sources of Income

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

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

A business plan must be prepared.

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

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

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

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

6. Calculation of Charges

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

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

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

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

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

7. Concessionary Charges

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

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

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

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

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

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

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

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

8. Discounts

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

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

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

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

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

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

9. The Use of Market Intelligence

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

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

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

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

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

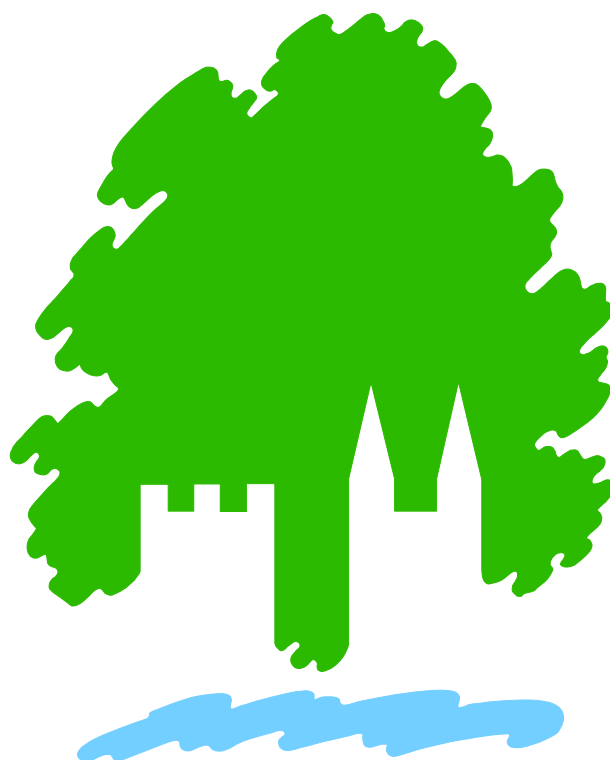
Benchmarking should be undertaken at least annually with other Councils in the local area and with relevant national groupings of authorities, to ensure that charges are at comparable levels and that significant differences are understood and justified.

10. Further Guidance

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

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

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



**NEWARK &
SHERWOOD
*DISTRICT COUNCIL***

Value for Money Strategy

Revised: June 2022

Next revision due: June 2023

Introduction

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

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

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

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

Value for Money Principles

The principles involved in achieving value for money are:

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

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

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

There are several aspects to be considered:

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

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

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

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

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

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

Objectives

To achieve value for money, the council will:

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

Methodologies for achieving VFM

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

These include:

- An annual refresh of the Community Plan focus' on the key objectives based on local need;
- development of Business Unit business plans which are referenced to the Community Plan objectives;
- resources are aligned, through the budget process including the refresh of the Medium Term Financial Plan, with the key objectives as set out in the Community Plan;
- effective use of ICT (supported by the ICT Digital Strategy);
- service reviews;

- scrutiny by Policy and Performance Improvement Committee;
- scrutiny by the Audit & Governance Committee through Internal Audit reports;
- corporate procurement mechanisms (supported by the Contract Procedure Rules and external providers Welland Procurement);
- partnership working including consideration of shared services and public/private partnerships;
- customer feedback.

How the Council monitors the achievement of VFM

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

Responsibility for delivering VFM

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

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

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

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

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

NEWARK & SHERWOOD DISTRICT COUNCIL

CAPITAL PROGRAMME 2022/23 – 2026/2027 PRIORITISATION SCHEME

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

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



Report to: Policy & Performance Committee – 13 June 2022

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

Lead Officer: Ryan Ward, Transformation & Service Improvement Officer, ryan.ward@newark-sherwooddc.gov.uk Ext: 5308

Report Summary	
Reason for Report	To inform Members as to the Quarter 4 Community Plan Performance.
Report Title	Community Plan Performance for Quarter 4 2021/22
Purpose of Report	To present the Quarter 4 Community Plan Performance Report (January-March 2022)
Recommendations	That Policy & Performance Improvement Committee review the Community Plan Performance Report attached as Appendix 1

1.0 Background

We are continuing to take 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 fourth report to members using this new style of reporting covering the whole financial year or 2021/22.

2.0 Proposal/Options Considered and Reasons for Recommendation

Policy & Performance Improvement Committee to review the quarter 4 Community Plan Performance Report (**Appendix 1**).

3.0 Implications

None

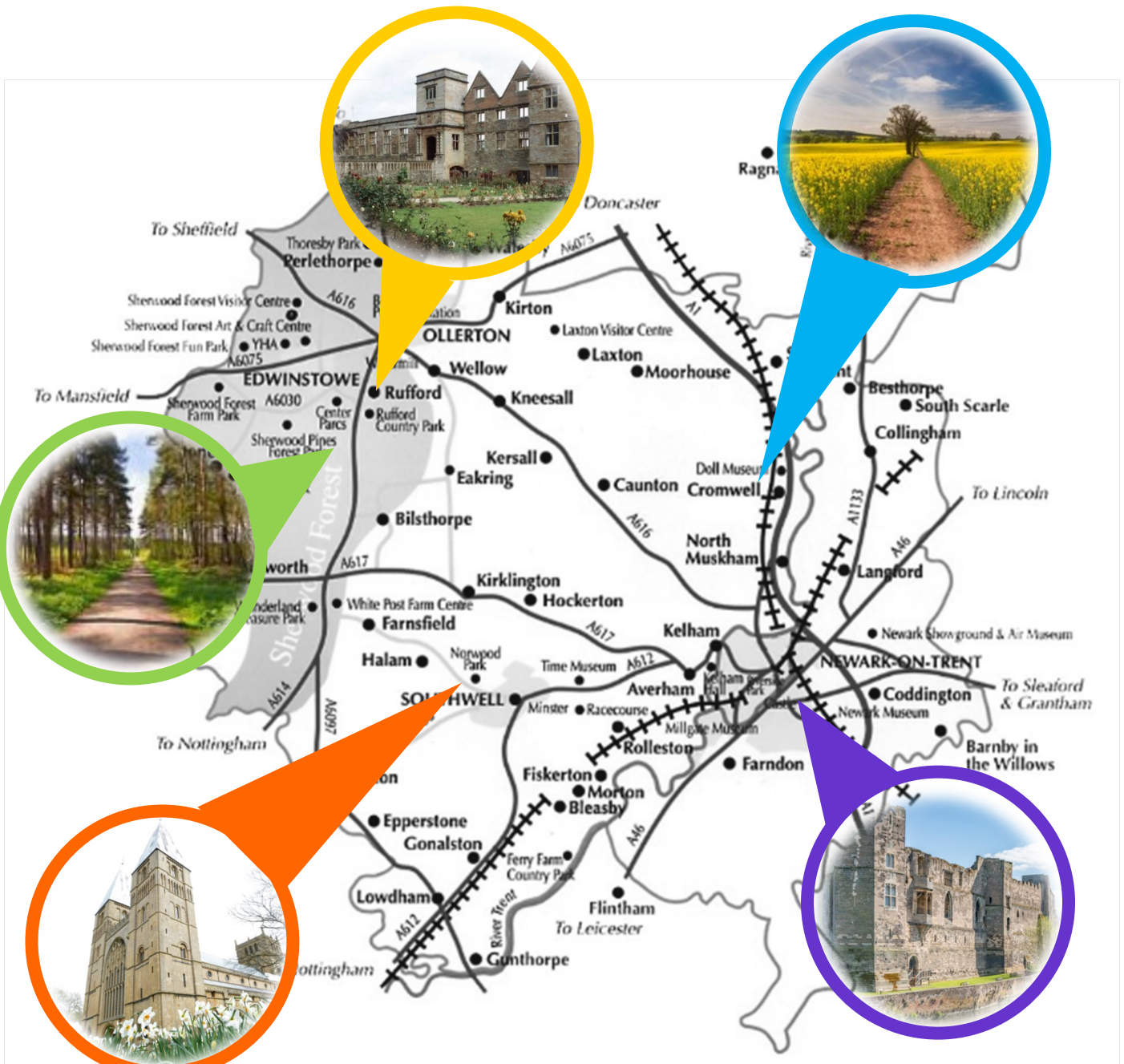
Background Papers and Published Documents

None

Newark and Sherwood District Council Performance Report

2021-22 Q4

1 January to 31 March 2022



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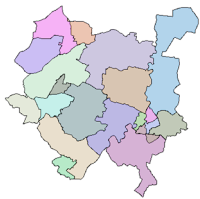
@Newark and Sherwood District Council

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 January to 31 March 2022 (Quarter 4)

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 19

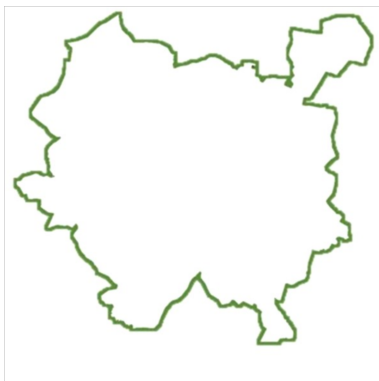


Our Workforce

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

Page 23

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 4 (Jan-March 2022). 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. When compared to the same period last year, commercial applications have decreased by 11, residential applications have decreased by 4, non-major applications have reduced by 6 but major applications have increased by 14.

23 commercial planning applications were validated

233 residential planning applications were validated

62 major planning applications were received

1,166 minor planning applications were received



2,530 people are currently unemployed across the District. This is a reduction of 3% since quarter 3

7.8% of town centre retail premises were vacant in quarter 4 (the town centres measured are Newark, Edwinstowe, Ollerton and Southwell). This has improved by 1.7% since Q3.



As of March 2022, **185 businesses were 'born'** and **185 businesses 'died'**. Both of these are greater than the previous quarter.

Interactions with the Council

This information shows how busy 2021/22 has been for the Council in terms of customer interactions.

- **1,656 face to face contacts** were held at Castle House. This is a 79% increase since quarter 3 but is still significantly lower than pre-Covid levels (Q4 in 2019/20 was 14,101 contacts).
- **115,224 calls** were made to the contact centre. An 6% increase from the same period last year.
- **41,338 digital web form transactions** were completed by our customers. A 43% increase from last quarter.

Create vibrant and self-sufficient local communities where residents look out for each other and actively contribute to their local area



What we have been doing this quarter;

- ⇒ We continued to support the Covid Housing Support Grant, both making referrals and processing the vouchers. Due to the level of funding remaining, customers were entitled to a further voucher, and over 1,000 additional vouchers have been given out to residents.
- ⇒ 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. We delivered a further two sessions to finalise the content of the lesson plans and to allow the trainers to practise teaching these plans prior to supporting others. Our first teaching session is planned for the 19 May 2022 at Chatham Court Hub and we are also looking to offer another session at De Lacy Court, Ollerton in the near future.
- ⇒ We have continued to promote the Community Lottery which now has 61 registered good causes receiving support through the scheme. At the end of March, approximately 37,950 lottery tickets had been sold, generating approximately £19,000 for registered good causes. In addition, a further £3,800 has been generated through the Operator Fund and this will be distributed to a number of the registered good causes through a lottery draw.
- ⇒ We are continuing to implement changes to improve tenant participation, using a combination of in person and online engagement methods to reach a wider range of tenants, and we now have over 100 engaged tenants. Following feedback from tenants we have launched an engagement network. This new 'Local Influence Network' has been set up by the tenant engagement team and is an opportunity for tenants to speak to one another and share their views on their local community with District Council officers. There are three networks for our district, one for Newark, one for Sherwood and a third for all rural locations. Local Influence Network meetings will take place every few months. There are already a number of tenants willing to take part but more are being encouraged to join and feedback their views to help shape and improve local areas. Tenants can also get involved in other engagement opportunities, such as policy reviews, mystery shopping and estate walkabouts.
- ⇒ We continue to respond to all requests coming into the Humanitarian Assistance Response Team (HART). These requests are dealt with within 24 hours and requests are actioned or residents are signposted to other support services.
- ⇒ We are working closely with the successful applicants of the Parish and Town Council Initiative Fund to deliver the schemes approved in November. Alongside this, we are now preparing for the final round of grants for 2022/2023 which has a 'cleaner' theme. This fund was established to assist and enable communities to bring about a positive and lasting change for the benefit of the whole community.
- ⇒ The Environment Agency submitted a formal planning application to us in October 2021 for the Southwell and Oldham flood mitigation works. The consultation period for the works was extended to the end of March to accommodate further review of the flood risk assessment. There are two other major civil engineering schemes in Lowdham, the flood wall repair and the planned A3097 roundabout works, and each will have some degree of interaction with the Cocker Beck. The Environment Agency is working with professional partners and the local planning authority to ensure the assessment accounts for these works throughout the lifetime of the proposed reservoir.



Our Customers said:-

"I have no problems whatsoever with Newark and Sherwood District Council, they have been so supportive to me, since my mum died, they are like my family, I couldn't wish for a better class of council or authority. Where I reside was found for me by two very nice people working for the Council"



Deliver inclusive and sustainable growth

What we have been doing this quarter;

- ⇒ As a part of the Newark Town Investment Plan seven priority projects were identified for funding. The Construction College is open and delivering training, and the six other projects are progressing as follows;
- ◇ The planning permission for the Air and Space Institute (ASI) Newark was approved in February 2022 and the full business case for the site should be completed by the end of April 2022. Currently the 50 students studying with ASI 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 Outline Business Case is due for completion in June 2022
 - ◇ The planning application for the redevelopment of Stodman Street was approved in February 2022 and tenders documents are being developed for a procurement process to select the contractors for a demolition and build. The redevelopment consists of creating 29 new homes and between two to four new retail units whilst retaining the art deco facade.
 - ◇ The approval of the business case for 'Cycle Town' formalised the aspiration to work with a range of partners to transform Newark into a '20-minute town'. We will now progress to deliver new cycle hubs across Newark. The first dock has now been installed next to Newark Castle train station.
 - ◇ 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 the development of a brand for the town, is progressing. A public realm assessment is underway and a full business case is being developed.
- ⇒ We continue to grow and maintain relationships with partners across the district to support students and those seeking employment or redeployment with advice and career aspirations. The 'Future First Expo' is being organised with schools and businesses for November 2022. And we are continuing to facilitate the Employment & Skills Board (ESB) which looks to bring together employer voices to tackle local employment and skill issues. We are also delivering additional support to individuals seeking work by working in partnership with the DWP. We plan to deliver 3 jobs fairs with the first one held one in April. The performance of these job fairs will be reported in the next quarters report.
- ⇒ We continue to lead, shape, and influence or in some cases directly deliver key required infrastructure by preparing a response to the A46 preferred route announcement as agreed at March Economic Development Committee and finalising the Grant Funding Agreement in relation to the Southern Link Road to enable the developers to access the Levelling Up funding to begin construction.
- ⇒ After the successful occupation of the ground floor, work is continuing to complete the repurposing 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. A new estate officer is working to review the cost of small retail pods being installed on the 2nd floor to provide new flexible use retail premises.
- ⇒ We continue to offer a comprehensive programme of support for local businesses through:
- Signposting and supporting businesses to access Grantfinder, this site is Europe's most advanced grants and policy database.
 - Administering the High Street Diversification Fund, this grant provides funding for local, independent high-street based retail/hospitality businesses to invest in social media advertising.
 - Providing business advice and support.
 - Delivering the 'Business Growth and Resilience Programme', which has been set up and funded by the District Council, which links business service specialists with local businesses in four key business sectors: manufacturing and construction, accommodation, retail, food and beverage and health and social care.
 - Land and property search on options for business premises and arranging site tours

Activities continued...

- ⇒ We hosted the 'Global Innovation and Nimble Thinking' event on the 14 April in partnership with AJB Business and Marketing Consultants and Welland Procurement aimed at Nottinghamshire and Lincolnshire businesses. The event is for any business looking for inspiration and encouragement on moving their business into the global market. It will also teach businesses about the procurement process in the public sector and how to create an effective tender. Full details of the success will be presented in the next report.
- ⇒ A new timetable for the Allocations & Development Management Document (DPD) has been agreed and a draft Plan will be presented to the Full Council in July for approval to publish. The plan seeks to help deliver the approach to the district's future of residential and employment development set through our Amended Core Strategy.
- ⇒ We have established a Project Delivery Board in partnership with Newark Town Council for delivery of the Newark Heart Programme. We have started exploring options for the improvement of public spaces in Newark town centre and creating an enhanced programme of events to increase footfall. Through April and May, we will consult residents and businesses on the types of improvements they think would have the most impact, as well as the types of town centre events and activities they would like to see more of.
- ⇒ The government provided guidance on the Levelling Up Fund in March 2022, and is seeking for bids to be developed by the 6 July 2022 with 3 transformational projects allowed from each authority. We are aiming to submit a bid for this funding after a full evaluation has been undertaken. This evaluation will include an assessment of; the Council's prioritisation process, ability to deliver within the timeframes, outlined benefit cost ratios, community stakeholder consultation, as well as approval from the Sherwood Place Board. A couple of the potential projects include a scheme of regeneration for Ollerton Town Centre and the development of the Sherwood Forest Corner Masterplan which may also receive support from Nottinghamshire County Council.
- ⇒ The Welcome Back Fund is now complete and final claims will be submitted to the Government at the end of April 2022 for payment by summer 2022.
- ⇒ The Newark Beacon Centre is now nearly 90% occupied, with several businesses pending which will bring the centre up to 96% occupied by 1st May 2022. Two offices have been secured by Vodafone who are relocating staff from their Brunel Drive premises. By maintaining these high levels of occupancy, this supports one of our strategic objectives to develop economic growth, to support local businesses and to develop or safeguard jobs through the district.
- ⇒ The National Civil War Centre launched its 'Year of Play' with monthly family Saturdays. Activities included family-friendly guided tours, musket drills, object handling, arts and crafts and storytelling. There is also 'mini-museum' every Thursday during term time for under 5's to explore and play in the museum. These events have proved successful with excellent feedback and audiences are building steadily.
- ⇒ We continued to draw tourists to the district, as outlined in the destination management plans, with an Easter Campaign designed to draw visitors to the area over the Easter bank holiday weekend. The campaign was titled "Rediscover you, experience something new..." and capitalised on the Easter holidays offer across the district and the start of the tourism season. We ran a social media campaign from 30 March to 24 April comprising of 14 social media posts. Using informed data collected over the last year, the campaign aimed to target two different audiences through specific but complementary messaging:
- Families searching for family friendly events across Newark and Sherwood during the Easter holidays
 - Young couples / couples who are searching for a short break in the forest this spring

This project actively promoted Newark and Sherwood as a place to visit and the opportunity for people to come and spend their money in our local business to support with the growth of our local economy. As part of the 14 social media posts, we also ran a competition to win a 3 night break at The Sherwood Forest Hideaways for up to 4 people. The competition required entrants to follow the Visit Newark and Sherwood Facebook page and tag someone they would like to share the prize with and who deserves it. Top line statistics show that 658,892 people saw the campaign 1,356,971 times. 40,285 people either clicked on the link, commented, liked or shared the posts. The tourism's Facebook channel also grew by 2,859 followers.



	Year to Date Quarter 4 19/20	Year to Date Quarter 4 20/21	Year to Date Quarter 4 21/22	England/ National Average
% of unemployment 16+ for Newark & Sherwood	5.7%	5.6%	3.4%	4.5%
% of Town Centre retail premises vacant across the NSDC District	New for Q4 20/21	9.2%	7.8%	Trend (Decreasing)
The performance of our assets which contribute to the economic growth of the district				
	Year to Date Quarter 4 19/20	Year to Date Quarter 4 20/21	Year to Date Quarter 4 21/22	Year to Date Target 21/22
Total number of admissions - National Civil War Centre	New for Q3 20/21	1,913	8,709	11,900
Total number of admissions - Palace Theatre	New for Q1 20/21	0	28,517	27,000
Newark Beacon - % of occupied units	New for Q3 20/21	No Data Received	89.4%	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	93.0%	95.0%

Exploring our performance...

Visits to the Palace Theatre exceeded target this quarter and increased significantly when compared to quarter 3, this has increased by 7,677 customers being admitted.

The total number of admissions to the National Civil War Centre remains below target. This has been a challenging year for the centre, with enforced closure at the start of the year, and the ongoing impact of COVID still being seen in low audience confidence. An Association of Independent Museums survey suggests that nationally, 40% of museums saw attendance reduced by more than half due to the Omicron variant, indicating how difficult recovery continues to be. The centre has also noted the busiest year yet for school visits. Since summer 2021, the Centre's Learning Team have welcomed 3,131 students. A 400 student increase on the previous year.

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



What we have been doing this quarter;

- ⇒ We continue to play an active role resettling families in need. Within the last quarter, the team welcomed the third Afghan family and a further two Syrian families. Work continues with the development of social, community and educational support to help these families to integrate into their new communities and way of life. The team has also taken the lead on developing the processes and procedures required as part of the Ukrainian Sponsorship Scheme which will see the District Council adopting a 'local caseworker' model to support the resettled families when they arrive in the District.
- ⇒ The council has now delivered 61 council properties in the year 2022/23. A further 68 properties are either onsite or in the process of securing planning permission and awaiting a start on site. The Council's housing programme is about to enter its final year of the programme and is on track with its plans. Consideration will be needed in the year ahead as to the future of direct council housing delivery through the Housing Revenue Account.
- ⇒ Alongside the building of new homes other objectives have been delivered during the partnership between the District Council and Robert Woodhead Ltd. This includes providing work experience opportunities to young people interested in the construction sector, training and courses delivered to employees and 14 job opportunities being created. Importantly for Newark, 91% of the spend through the partnership in 2021 has been within an average of 40 miles from the sites, creating and sustaining local jobs.
- ⇒ Arkwood Developments, our property development company, have completed 20 units on the Avenues development at Bowbridge Road and 17 units are now occupied with a further 59 units under construction at the site. Of the 45 homes that are currently released for sale, 34 have been reserved. The development is on target to have all 87 units completed by January 2023.
- ⇒ Through the quarter, 67 applications for housing proposals were determined, of which 55 were approved. The number of proposals determined has increased as well as the overall number of approvals when compared to the previous quarter.
- ⇒ Demolition of the temporary accommodation facility at Seven Hills is now complete. The alternative office arrangements at Wellow Green and Beaumont Walk are working well, allowing the team to engage with and support residents placed into the temporary accommodation at both sites. We are currently researching into best practise models across a wide range of temporary accommodation provision to establish our service offer for the new complex; ensuring we have the correct infrastructure installed at the build stage to allow us to deliver state of the art services and facilities to our residents.
- ⇒ Due to a combination of weather conditions all known rough sleepers are being accommodated or under offers of accommodation, and there has been no need to activate our severe weather provision during the previous quarter. Work will commence with partners later this year to look at a sustainable severe weather provision linked to the new complex being developed on the Seven Hills site.
- ⇒ The handy person service is still on hold as we experience, along with the wider sector, difficulties in recruiting to trade positions. This position has not changed since quarter 3. However this is not affecting current service provision to our tenants and leaseholders.
- ⇒ The Responsive Repairs service reviewed and improved their 3 tier repair response timescales to improve the service for tenants. Priority 1 we aim to see within 24 hours, priority 2 within 6 weeks and priority 3 within 6 months. Since the new 3 tier priority repairs timescales have been in place, we have seen improved attendance for repairs classified as tier 1 and 2 priority. Unfortunately we have seen a small increase with attendance times for P3s and we will continue to monitor this outcome. We will be in a position to change the way we catalogue repairs in April 2022 to produce more detailed management reporting.

Activities continued...

- ⇒ The Economic Development Committee and Policy & Finance Committee considered reports on the progress towards addressing the need to address the provision of additional pitches for the Gypsy and Traveller community. It was agreed that:
- ◇ The proposed strategy for addressing need would include expansion of some existing sites and delivery of new sites.
 - ◇ Addressing the housing need for the community is a whole council project which requires input from a number of service areas.
 - ◇ Funding is provided to support the conclusion of feasibility studies with respect to potential site purchase/s and flood mitigation works.
- ⇒ The pilot project to improve the success of tenants in new homes continues. Early intervention work is continuing to have a positive impact with the continued reduction in the proportion of introductory tenants in arrears. This is supported by our work with the Notts and Lincs Credit Union. Work to build the profile of the Credit Union across the district will be supported by the recruitment of a local co-ordinator. 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 received positive feedback on the enhanced Empty Homes Standard pilot following the initial update provided in January 2022. The final update is currently in development and will shortly be presented to members.
- ⇒ In order to provide high quality homes and environments and where people wish to live, we are reviewing the suitability of sites currently allocated for housing alongside employment and open space protection to ensure they continue to be deliverable. We continue to negotiate with developers on proposals submitted at both pre and full planning application stage in order to seek improvements to details submitted. For example, on the amount and location of landscaping, the layout of housing, parking provision and infrastructure needed for the future community. The advice we provide in relation to landscaping is likely to improve following the appointment of the Council's Tree/Landscaping Officer.
- ⇒ The proposals for a housing led regeneration scheme within Ollerton and Boughton are yet to be brought forward. This project will now 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.

**Measuring
Success**



	Year to Date Quarter 4 19/20	Year to Date Quarter 4 20/21	Year to Date Quarter 4 21/22	Year to Date Target 21/22
Average time spent in temporary accommodation (weeks)	10.2	10.6	12.3	13.0
Average time (days) to re-let Council properties	16.0	31.8	27.6	18.0
% of rent collected from current tenants as a % of rent owed	99.6%	100.3%	98.6%	99.6%
Average "End to End" time for all reactive repairs (calendar days)	5.8	29.0	12.7	6.0
% of repairs completed at first visit	98.9%	90.0%	92.9%	98.0%
% of planning applications (major) determined in time	New for Q1 21/22	New for Q1 21/22	100.0%	90.0%
% of planning applications (non major) determined in time	New for Q1 21/22	New for Q1 21/22	98.0%	90.0%
Average number of working days to process housing benefit change in circumstances	3.0	7.0	3.0	7.0
Average number of working days to process new housing benefit claims	New for Q3 20/21	19.0	19.0	18.0
Amount of current arrears as a % of annual rent debit	2.14%	1.93%	1.68%	2.30%
Amount of current rent arrears	£488,853	£444,210	£396,533	£400,000
Number of all tenants who have been evicted for rent arrears	11	0	2	20
% of all tenants who have been evicted for rent arrears	0.18%	0%	0.04%	0.36%
Percentage of housing complaints resolved within agreed timescales	-	-	85%	100%
Number of evictions (anti-social behaviour)	0	1	2	Trend (Increase)
% of repairs completed at first visit	98.9%	90%	92.9%	98.0%
% of homes with a valid gas certificate (no. in brackets)	-	-	99.02% (5163 out of 5213)	100%
% of homes with Electrical Installation Condition Report (EICR) certificates up to five years old (no. in brackets)	-	-	99.1% (5534 out of 5581)	Not yet set
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	20	Trend
Arkwood - plots commenced	New for Q3 21/22	New for Q3 21/22	79	Trend



Annual Indicators (included for Q4 only)	19/20	20/21	21/22	21/22 Target
% of tenants satisfied with landlord/overall service (STAR)	Not undertaken due to Covid	87.5%	86.6%	90.0%
% of tenants satisfied with the quality of their home (STAR)	Not undertaken due to Covid	85.7%	85%	90.0%
% of tenants satisfied that their views are being taken into account (STAR)	Not undertaken due to Covid	81.8%	77%	90.0%
% of properties with an energy efficiency (SAP) rating of C or above	New for Q4 21/22	New for Q4 21/22	67.7%	No target set
Number of properties delivered through the HRA Development Programme	New for Q4 21/22	New for Q4 21/22	61	No target set
Arkwood - total legal completions	New for Q4 21/22	New for Q4 21/22	17	Trend

Exploring our performance...

Average time to re-let was 24.9 days in quarter one, rose to 26.4 days in quarter two, rose another half a day in quarter 3 and another half a day in quarter 4. The quantity of homes that have been re-let during this period is 364 (excluding new builds and Housing with Care lettings). The re-let performance remains out of target as we deliver our new enhanced empty homes standard and manage a high quantity of voids.

The end to end repair time was 39.2 days for quarter one. It improved to 27.5 days in quarter two and improved further to 11.7 days in quarter three with a slight reduction in quarter 4 to 12.7 days. Post Covid has been a challenging time across the service, as we have seen an increase in demand for repairs, coupled with difficulties recruiting for skilled workers. We are now in a position where we have filled our vacant posts and plan to work with contractors in the short term to help bring performance back in line with targets.

15% of housing complaints (18) were responded to outside of the target. The majority, 66% of them (12) were just 1-2 days outside of the target. Whilst this was only slightly over, it has been agreed within the department that all complaints should be investigated and responded to within timescales and that complaints requiring ongoing action should be responded to in full and closed down without waiting for the remedial action as this can be scheduled to follow on as part of the complaint resolution. Monitoring processes are already in place to ensure that follow on actions as a result of complaints are carried out.

Although the 3 core indicators are lower than our internal target and have seen reductions when compared to 20/21, these all remain higher than the STAR benchmark:

- The STAR benchmark for tenants satisfaction with the overall service is 83% and our performance is 3.6% higher
- The STAR benchmark for tenants satisfaction with the quality of their home is 85% and our performance is 3.5% higher
- The STAR benchmark for tenants satisfied that their views are being taken into account is 67% and our performance is significantly higher by 10%



Our
Customers said:-

“My family and I would like to thank you for the addition in our home of a new bathroom upstairs. Throughout the process, you all were so helpful and kind. My wife is very pleased about the shower and the addition of a grab handle, this will make our lives so much easier. Thank you”

How are we performing against our objective to...

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



What we have been doing this quarter;

- ⇒ As a part of our 'Not in Newark and Sherwood' campaign, we have issued 55 fixed penalty notices (FPNs) for fly tipping offences with 2 fly-tippers going to court with successful prosecutions. We also issued 57 FPNs for littering offences which includes side waste and some small fly tips and 6 waste transfer note fines for businesses who were not disposing of their waste correctly.
- ⇒ Members approved the creation of a Green Champion's scheme and the scheme will be rolled out in spring of 2022. We also continued to support local litter picking groups culminating with support for the Keep Britain Tidy's Great British Spring Clean which runs annually and launched at the end of March. Through the last quarter, 16 events were delivered with one event being organised by Green Southwell with over 40 volunteers attending. We have also seen an increase in volunteers as part of the Duke of Edinburgh award. Colleagues in street scene are also leading on the Newark in Bloom bid for 2022 which may offer new opportunities for volunteering.
- ⇒ On 30th March, a day of action was completed in Southwell. Some of the outcomes of the day included:
- A community litter pick with involvement from Lowes Wong School
 - Waste transfer note checks conducted on local businesses
 - The installation of new dog waste and recycling bins
 - The placement of bug and bee hotels
 - New dog fouling signage
 - Targeted bulky waste collections
 - 5 areas of graffiti vandalism were cleared
 - 4 large rural roads litter picked
 - 3 tonnes of waste cleared
 - 20 thank you notes were posted (thanking residents for keeping tidy gardens)
 - We also delivered targeted doorstep leafleting and communication work as part of the day of action.
- ⇒ We delivered a range of projects in the community to help improve the appearance of the environment and improve recycling rates. This quarter we have;
- Helped with a litter pick on Southwell Memorial Park, in conjunction with Lowes Wong junior school pupils as part of the Southwell Day of action.
 - Sent regular newsletters to schools offering help and resources on with litter picking, tree planting and school recycling .
 - Assisted Kneesall School in conducting a spring clean,
 - In partnership with Veolia, delivered a community information evening on recycling for villages in the Harby, Wigsley and Collingham area.
 - In conjunction with Environmental Health, run a Vehicle Idling awareness event at Holy Trinity School in Newark. Further school events are planned and will be delivered over the coming months.
 - Started talks with Gunthorpe Parish Council on creating a new local nature reserve on land they own.
 - Supported the Elston community with their plans for tree planting on Chapel Lane.
- ⇒ The Council has been delivering a grounds maintenance service for housing (HRA) for a year. Over this year more than 360 joint inspections have taken place with an average performance of 1.52 out of 5 (1 being best)



Our Customers said:-

"Thank you for a very efficient bulky waste collection service. It was easy to book and pay online, and the two men collecting the waste were on time, quick, careful and cheerful"

Agenda Page 57



	Year to Date Quarter 4 19/20	Year to Date Quarter 4 20/21	Year to Date Quarter 4 21/22	Year to Date Target 21/22
% fly tipping incidents removed within 72 hours	New for Q3 20/21	70.3%	89.5%	75.0%
Number of fly tipping incidents	1,345	1,853	2,546	1,400
Number of fly tipping enforcement actions	1,358	1,870	2,601	1,420
% of household waste sent for reuse, recycling and composting	30.5%	32.5%	Waiting for external data—arrives a quarter behind	34.0%
Number of missed bins (per 100,000 population)	63.1	62.2	50.1	55
Total number of garden waste subscriptions	New for Q3 20/21	14,542	16,694	16,000
% level 1 graffiti incidents removed within 36 hours	New for Q1 20/21	50.0%	87.5%	90.0%
% level 2 graffiti incidents removed within 14 days	New for Q1 20/21	86.8%	95.2%	90.0%
% of failing sites - street and environmental cleanliness - litter	0.8%	1.2%	0.5%	3.0%
% of failing sites - street and environmental cleanliness - detritus	1.5%	1.1%	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, in quarter 3 there were 438 and quarter 4 saw a significant increase to 1,321. However, it is important to note that the number of fly tipping enforcement actions rose in line with the increase in incidents and 89.5% of incidents were still removed within 72 hours despite the increase in offences. One of the main reasons for the recent increase is the fact that during the last quarter, we took on responsibility for all HRA land which means that all fly tipping on service level agreement (SLA) land falls to us whereby previously this would have been picked up by an external contractor.

We are waiting external data to confirm our recycling rate for quarter 4 but the recycling rate for quarter 3 was 37.3% exceeding the target of 34%.



Enhance and protect the district's natural environment

What we have been doing this quarter;

- ⇒ 4,000 trees have now been planted at the Vicardale site in Vicar Water Country Park, in partnership with the Sherwood Forest Trust and Nottinghamshire County Council, creating a mixed broadleaved woodland and joining up two existing woodland areas to create a wildlife corridor. This site will be named Platinum Jubilee Woods to mark this year's significance. When combined with our other planting schemes, and the free tree give away schemes, we have planted 10,800 trees in the 2021/22 season. Therefore, we have surpassed our planting pledge of 10,000 trees by 2023, as since we started planting in 2019 we have planted over 18,000 trees which will have a significant impact on the local environment. A new plum tree has also been planted in the ancient orchard at Sconce and Devon Park in Newark as part of a unique national tree planting initiative created to mark the Queen's Platinum Jubilee.
- ⇒ 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 that the Council can undertake in order to improve energy efficiency and reduce its overall carbon footprint. This includes the installation of solar panels which was approved at Policy and Finance Committee in November 2021 following an in depth feasibility study. Installation is still on track to be completed by Autumn 2022. This project will assist the Council in making carbon savings and generating renewable energy both of which assist us with reaching our 2035 net carbon neutrality target.
 - Work is underway to develop a Decarbonisation Plan for our corporate and leisure buildings, this will help us to understand energy efficiency and carbon reduction measures which can be undertaken at each site incorporating prioritisation, costs, payback and carbon savings associated with implementation of the recommended measures.
 - Work continues on shaping our Brunel Drive site to meet the future needs of the depot. This includes the exploration and possibility of collecting further waste streams and the electrification of our fleet of vehicles.
 - We have recently launched the Nottinghamshire wide Green Rewards App which went live on 16th February. 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 with the top scorer winning a prize. 142 residents signed up within the first week of launch, and 6 weeks after launch, 266 residents had signed up to log environmentally friendly activities within the district.
 - As previously highlighted, we have undertaken a programme of work to create a new woodland at the Vicar Water Country Park. This action has been taken as the district recognises the urgent need to plant more trees to help with the climate emergency and biodiversity loss.
- ⇒ We delivered a community information evening in partnership with Veolia on recycling for villages in the Harby, Wigsley and wider Collingham area. The new recycling game purchased with our successful funding bid from Veolia was trialled and proved successful at this event. The Green Rewards App was also promoted as part of the event.
- ⇒ At the end of quarter 4, the Garden Recycling service has 16,694 subscriptions signed up to the scheme. This is an increase of 2,152 when compared to the same period last year. By delivering these collections, we can ensure that this waste is recycled and reused rather than being disposed of in landfill.

Activities continued...

⇒ The implementation of the local transport plan and associated projects is progressing well with engagement with Nottinghamshire 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, contributing to the aim of 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 (RMF).
- 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.
- 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.

Annual Indicators (included for Q4 only)	19/20	20/21	21/22	21/22 Target
Number of trees planted in the District	4,600	6,008	10,819	Trend (Increasing)
Number of carbon reduction projects currently in progress	New for 21/22	New for 21/22	7	Trend

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



What we have been doing this quarter;

- ⇒ Work has been undertaken in Edwinstowe, Newark and Bilsthorpe to identify key locations for CCTV cameras. To support with the identification of anti-social behaviour. To enable ASB to be proactively addressed.
- ⇒ Our work to improve the feelings of safety through training and engagement has continued over the past quarter. We invited the residents of Cleveland Square and the surrounding areas to join the 'Safer Streets' drop-in session to discuss their views on safety in their area with local service staff, share their ideas for improvements and have the opportunity to join community groups such as a neighbourhood watch and litter picking activities. Representatives from the Police, Fire Service, the Council's Public Protection team and the Neighbourhood Watch were in attendance to listen to the public's views and provide support.
- ⇒ Throughout the past quarter we have delivered two nights of action, one in Newark and one in Southwell. No formal action against individuals was taken on either night. These nights of action can be in response to specific issues or part of a broader approach to engagement and enforcement. Alongside our days and nights of action, targeted patrols have also taken place to monitor and tackle specific issues, these include;
- Boughton, Fernwood and Southwell targeting anti-social behaviour,
 - Southwell targeting dog fouling,
 - Newark (town centre) targeting criminal damage,
 - Newark (Sustrans track) targeting drinking and littering, and
 - Balderton targeting crimes against the local wildlife.
- ⇒ We continue to deliver the Safer Streets initiative to improve safety in key locations through 'target hardening' and other interventions. The project is delivered collaboratively with the Office of Police and Crime Commissioner, Nottinghamshire Police and Nottinghamshire County Council. Within this phase, the following 'Safer Streets' interventions have been delivered;
- assisted with burglary reduction at 29 properties,
 - fitted 45 bike security trackers,
 - assisted with 10 cases of vehicle security, and
 - helped with 155 hours of targeted police action.
- ⇒ Work has continued on target hardening to help prevent illegal encampments. Following community consultation, bunds are now in place at Thorpe Oaks and Thorpe Close and all sites have been 'hydro-seeded' with areas of grass and wildflowers to support the natural wildlife in that area. The partnership with Newark Town Council is continuing with additional work on several of their sites including Syerston Way and Autumn Croft open space. This work will include an additional community consultation event to gain the views of residents on how these areas can be developed.
- ⇒ The national neighbourhood policing week of action began on 17 January, to 'shine a light' on the important work done by neighbourhood policing. The week of action was organised by Nottinghamshire Police and, as part of the week, we joined the County's Neighbourhoods' teams in the Newark area on 18 January to focus on enforcement, engagement, problem solving and partnership working in relation to anti-social behaviour, licensing and fly-tipping. During the day, police and council officers patrolled priority areas around Newark such as the Sustrans track, Barnby Road and Clay Lane area, around Balderton Lakes, Balderton, Newark town centre and other surrounding areas.

Activities continued...

⇒ We delivered 'Stand by Her' training to NSDC staff and external delegates from the night time economy. These sessions are delivered to empower men to become effective allies to women, exploring conduct and attitudes that can lead to harmful behaviour and using real-life case studies to examine how people can best respond. A total of 45 district council staff have been on the training so far (2 sessions for women and 2 for men) with more sessions planned in the future.

Measuring Success



	Year to Date Quarter 4 19/20	Year to Date Quarter 4 20/21	Year to Date Quarter 4 21/22	Year to Date Target 21/22
% reduction in anti-social behaviour - Newark & Sherwood District	1.5%	-71.0%	-15.0%	0.0%
% reduction in all crime - Newark & Sherwood District	-3.1%	15.0%	15.5%	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	93.12%	81.97%*
% of businesses in the District with a 0 star food rating (major improvement necessary)	New for Q2 21/22	New for Q2 21/22	0.18%	0.15%*
CCTV - number of proactive incidents	New for Q3 21/22	New for Q3 21/22	1,200	Trend
CCTV - number of reactive incidents	New for Q3 21/22	New for Q3 21/22	485	Trend
Fixed penalty notices (number issued)	74	34	1,599	Trend (Increasing)
Community protection notices/warnings (number issued)	28	25	16	Trend (Decreasing)
All other notices/warnings (number issued)	15	19	49	Trend (Increasing)

*target is English average

Exploring our performance...

Anti-social behaviour has risen in comparison to 2019/20. This figure is provided by Nottinghamshire Police and the average for the county (excluding the city) is -17% showing that anti-social behaviour has increased across the county and the figure for Newark and Sherwood is just below average in the county.

The % of food businesses scoring a 0 on the food star ratings fell marginally below target for quarter 4. This equated to 2 businesses out of 1,112.

Annual Indicator (included for Q4 only)	19/20	20/21	21/22	21/22 Target
% of tenants satisfied with the neighbourhood (STAR)	Not undertaken due to Covid	90.0%	91.5%	90.0%



Improve the health and wellbeing of local residents

What we have been doing this quarter;

- ⇒ We have successfully secured £10,000 funding from Feeding Britain to support the credit union and align their services with families accessing our food banks and food clubs locally.
- ⇒ The Team supported 'Family Action' in securing 2 new venues for Food Clubs; The Green, Bilsthorpe, and Beaumont Walk/Yorke Drive, Newark. Both clubs are delivering much needed food support to the local communities they are serving with Beaumont Walk supported by a team of 10 informed tenants who are proving essential support on a volunteer basis.
- ⇒ We worked with local community groups to secure funding from the NCC Community Food Fund. All bids have been successful, securing £90,717.70 in funding in total.
- ⇒ Following a successful bid to Nottinghamshire County Council's Social Eating Fund, we secured £7,000 to offer level 2 food hygiene training to volunteers to support the set up of three social eating projects on the Sherwood side of the district. We have already signed up 20 tenants for this initiative.
- ⇒ At the Southwell Leisure Centre, work continues on the integration of staff, policies, procedures and branding to align the leisure offer to ensure consistency of service delivery and operational efficiencies. Over the past quarter, performance at the centre has also improved in terms of an increase in memberships. The work on the business case for a new fitness suite has paused temporarily, although other works have taken place at the centre to re-configure the existing fitness space, this has created additional capacity and flexibility to meet the current user demand at the site.
- ⇒ The year-end rent arrears position is at the lowest level since April 2018 which demonstrates the continuing benefit of targeted support to those at risk of financial crisis. As previously reported, we have not experienced the anticipated impact of Covid-19 related arrears issues, but there are signs that the increase in the cost of living could prove challenging for income collection in 2022-23. We will continue to monitor the situation and support tenants where necessary.
- ⇒ The 'Warm Homes on Prescription' scheme continues to offer advice and support to low income owner occupiers within the district who have long-term health conditions made worse by living in a cold home. This year the scheme has helped over 60 residents to improve the energy efficiency of their homes by fully funding insulation and/or heating improvements. These improvements enable residents to achieve affordable warmth and thus the ability to better manage their health condition.
- ⇒ We have worked in partnership with the YMCA to develop a further Third Party Funding (TPF) proposal in support of a grant application to the FCC Community Foundation Action Fund. This is to support the development of an outdoor gym and fitness facility at the Community and Activity Village, if successful the project will receive a grant of approximately £80,000. In addition, work is ongoing to secure Step 5 Semi Professional football for the Town from the site for the forthcoming season 2022/2023.
- ⇒ Following the approval of the capital scheme to replace the current hockey pitch at the Magnus Academy, work has progressed on developing the tender process and completion of the Community Use Agreement (CUA). This will set out the management arrangements for the hockey pitch for the next 15 years which will be managed by Active4Today. It is anticipated that works will commence on the site in late Spring and be completed in time for the Summer holidays and the new hockey season 2022/2023.
- ⇒ Work is scheduled to start imminently on the new Bilsthorpe play area and the local ward member has secured an additional grant of £20,000 from Veolia for the project.
- ⇒ Our environmental services team continue to deliver an active and engaging programme of walks, talks and activities for friends and volunteer groups at Sconce and Devon Park and Vicar Water Country Park, Sherwood Heath and Saint Mary's gardens.

Activities continued...

- ⇒ During the last year, the Yorke Drive Regeneration Scheme suffered a delay as key constraints and changes to national and local design guidance required an element of redesign. As we move into the first quarter of 2022/23, work to achieve a start on site at Yorke Drive continues. Residents and stakeholders have been kept up to date as the project has progressed and it is expected that a reserved matters submission for phase 1 will be submitted in the first quarter of 2022/23.
- ⇒ The Cultural Consortium’s Heritage Action Zone Cultural Programme continued in March with ‘Musical Whispers’. A series of events, including targeted activity for people with dementia, families, and people with sensory needs, which culminated in the co-creation of pieces of music.
- ⇒ We held our first Health and Wellbeing Group strategic group meeting following the partnerships restructure and we have held a number of monthly strategic meetings since. The group 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. We also developed 2 infographics detailing ‘what is Newark’ and ‘what is Sherwood’, pulling together health statistics and wider partner data to determine the greatest health inequalities across both areas.



Spotlight benchmarking

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

Measuring Success



	Year to Date Quarter 4 19/20	Year to Date Quarter 4 20/21	Year to Date Quarter 4 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	909,388	Trend
Live Leisure Centre membership base (all)	New for Q3 21/22	New for Q3 21/22	10,990	Trend
Number of events held in NSDC parks	New for Q3 21/22	New for Q3 21/22	126	Trend
Number of children on environmental education visits to NSDC parks	New for Q3 21/22	New for Q3 21/22	969	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.

To contextualise the current performance, the number of user visits in quarter one and two (aka the number of visits between the 1 April and 30 September) was 389,458, quarter 3 was 210,826 visits and quarter 4 saw the greatest amount of visits with a total of 309,104 visits.

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.

Measures of Success	Year to Date Quarter 4 19/20	Year to Date Quarter 4 20/21	Year to Date Quarter 4 21/22	Year to Date Target 21/22
Website - number of users (total number of unique users)*	443,619	518,197	449,755*	400,000
Engagement rate with posts issued on NSDC Facebook and Twitter combined	New for Q1 21/22	New for Q1 21/22	1,055,405	Trend
Number of digital web form transactions	New for Q1 21/22	New for Q1 21/22	41,338	Trend
Telephony - average length of time to answer call (seconds)	New for Q4 20/21	17.0	78.0	25.0
% invoices paid within 30 days - whole Council	87.7%	89.9%	98.1%	95.0%
% effective response to Careline calls within 180 seconds (industry standard)	New for Q1 20/21	98.7%	99.1%	99.0%
% business rate collection	98.5%	Est 97.0%	98.0%	98.0%
% council tax collection	97.4%	Est 97.3%	97.4%	97.6%
Average number of days to process new council tax support applications	New for Q3 20/21	20.5	18.0	18.0
Average number of days to process council tax support change in circumstances	New for Q3 20/21	9.4	9.0	7.0
Average number of working days to process housing benefit change in circumstances	3.0	7.0	3.0	7.0
Average number of working days to process new housing benefit claims	New for Q3 20/21	19.0	19.0	18.0

*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.

Exploring our performance...

Customer services took, on average, 78 seconds to answer a call in quarter 4 and 71.45% of these were answered within 60 seconds. Unfortunately, this performance indicator cannot be benchmarked to the previous year as Covid restrictions meant that we were not delivering face to face services. Through 2021, the business unit had a high number of staff changes, including two staff obtaining alternative roles with the Council and one long serving advisor retiring. The merger of the housing management customer services team with the Councils customer services team took place in September 2021 and required recruitment to fill 10 vacancies. This resulted in ten new advisors (50% of the team), only being in place since August 2021 or even less. Alongside this, the team have dealt with an increase in the number of calls received through March due to customers receiving their garden recycling renewals, annual council tax and rent bills all around the same period.

The additional pandemic payments by Universal Credit have now been withdrawn. This affected our processing times during Q3 but has now returned to normal. Performance is expected to be within target next quarter. Although the Council Tax collection target of 97.6% was missed. This years performance is a 0.1% improvement on last year. The collection of outstanding arrears continues after the year end. The overall collection rate for all years (since 1993) is 99.2%.

Customer Feedback

Over quarter 4 we received 23 compliments, 12 suggestions and 83 complaints.

Compliments

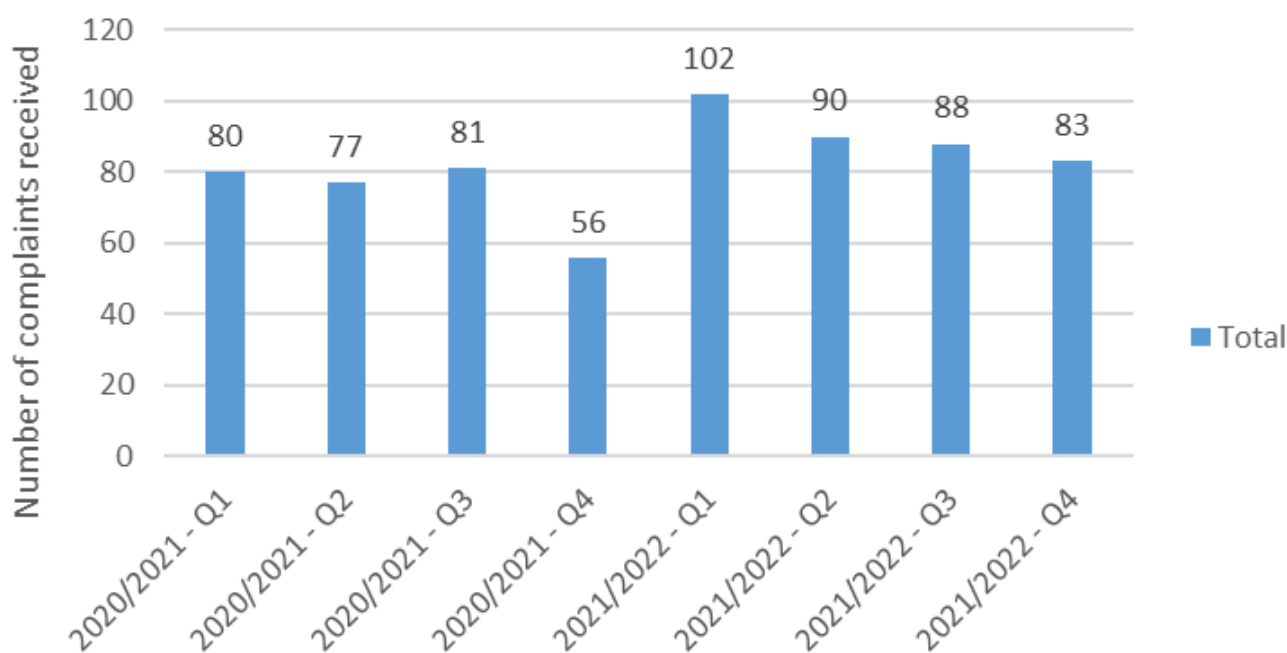
23 compliments were received this quarter. This is a slight increase on the 20 received in quarter 3. The teams attracting the highest volume of praise included;

- Waste and Transport with 8 compliments and themes around responsive service, polite and welcoming staff and quality work.
- Housing maintenance with 4 compliments and similar themes to the above including responsive service, quality repairs and caring behaviour from staff.

Complaints

Quarter 4 saw the lowest level of complaints across all quarters in 2021/22 but this followed a similar pattern to the previous year. In total 83 complaints were received in the last quarter. The services receiving the most complaints were as expected, as they are the most front facing, and consistent with previous quarters. The most complaints being about waste & transport, council tax, housing maintenance and asset management, housing and estate management and public protection.

Total Complaints by Quarter



When compared to the previous quarter, the amount of complaints for waste and transport has seen an increase but remains lower than the quarter 2 position. 31 complaints were received in quarter 2, 15 were received in quarter 3 and 22 received in quarter 4. This is also an increase from the same period last year when 16 complaints were received. The main themes were; missed bins, staff conduct and concerns with service quality. Out of the 9 missed bin complaints, 3 were caused by the collection calendar being incorrect.

Council tax received 11 complaints this quarter which is lower than all quarters across 2022/23 but almost twice the amount when compared to the same quarter of the previous year. Similar themes have continued with the topics being; decisions made, responsiveness, communication issues and issues around rate of council tax applied.

Public Protection received 4 complaints which is a decrease of 3 from the previous quarter. In quarter 3, 4 of these complaints related to the behaviour of WISE, our new waste enforcement contractor, this has now reduced to 1 which demonstrates the steps taken by the service area and contractor to address the issues identified. The only other theme was a lack of progress around reported neighbourhood issues.

Housing maintenance received 17 complaints, 2 more than the previous quarter, and housing and estate management received 8, 3 less than the previous quarter. The complaint themes in housing and estate management were predominantly 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...

Three customers complained about missed garden waste collections. The cause of this was an error on the collection calendars circulated to residents.

What we have done to improve...

We have developed a new process to ensure that the calendar receives additional checks before it is published to ensure it does not contain any errors.

Area of improvement...

Two complaints were received this quarter by tenants raising issues associated with external contractors. These included issues such as the quality of the work, lack of communication and delays.

What we have done to improve...

Following multiple complaints, the service area have undertaken a review of the performance of this contractor, and this contractor is no longer being used by the Council.

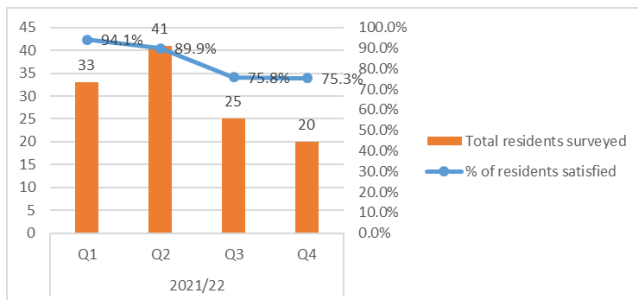
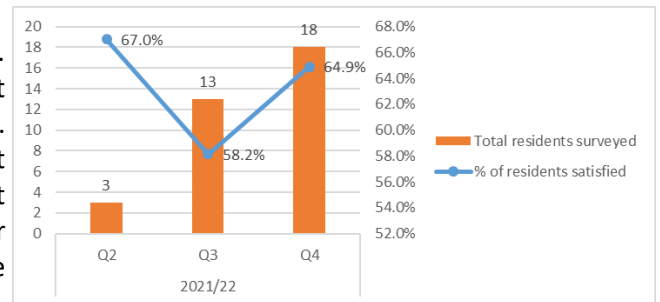
Customer Feedback continued...

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 four 827 surveys were conducted over 12 service areas in total, and the average service satisfaction across the areas was 92% (aka 92% satisfied or very satisfied). Albeit the lowest performing quarter, this is similar to all quarters through 2021/22 with the highest being 93% and the lowest being quarter 4 at 92.3%, this difference would equate to 7 people. Services receiving higher than average satisfaction include major and minor adaptations, Careline, gas servicing, legionella, lettings, repairs and right to buy, and the areas for action were identified as;

Complaint handling

65% of tenants surveyed were satisfied or very satisfied. Albeit falling below average, this is the second highest scoring quarter and has increased by 5.7% since quarter 3. 18 tenants were surveyed. 2 negative complaints were about the way in which the complaints were handled, 1 complaint about the length of time taken to resolve, 1 complaint over not receiving a response with the outcome and 1 because the service were limited in their ability to help.



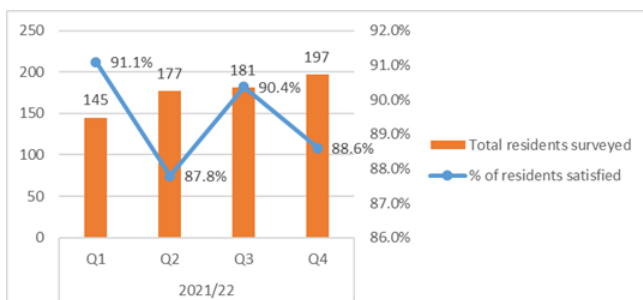
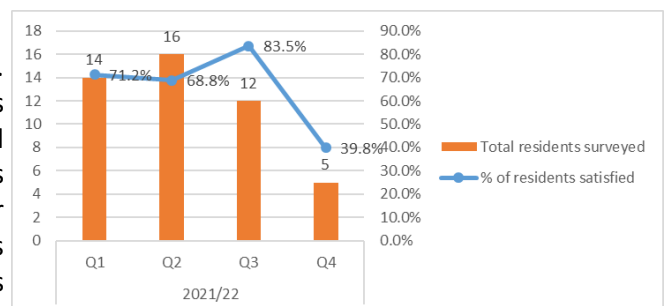
Major works to tenants homes

75% of tenants surveyed were satisfied or very satisfied. Quarter 3 marked a significant drop in satisfaction from quarter 2 when satisfaction was at 90%. Quarter 4 performance has stayed consistency with Quarter 3 and has not yet returned to previous levels. 20 tenants were surveyed. 1 tenant was not satisfied due to poor communication, 1 because of the overall response to do the work, 1 because of the time taken to complete and 1

because the work was taking too long.

Antisocial Behaviour

40% of tenants surveyed were satisfied or very satisfied. This marks a significant drop when compared to previous quarters but only 5 people were surveyed in quarter 4 and an average of 14 people were surveyed in the previous quarters. The reduction compared to the previous quarter equals 43.7%. In terms of those dissatisfied, 1 tenant was not satisfied due to how we responded to an issue, 1 was the quality of the service we provided and 1 was that we did not keep the tenant informed of progress.



Customer Services

89% of tenants surveyed were satisfied or very satisfied. Quarter 4 marked a drop of 1.8% when compared to the previous quarter but is still a marginal improvement on quarter 2 where satisfaction was at 87.8%. Similar to the previous quarter, the main issues raised were; not receiving a call back/lack of proactive communication with the tenant, slow service and unhappy because of the specifics of an enquiry.

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 started the year working from home where they could, but national restrictions were lifted on the 19 January and staff were allowed to return to work. Staff were given a few weeks to prepare for the change and get practical arrangements, such as childcare, in place and were welcomed back into offices from the 31 January.

Since then various events have been able to take place in person starting with the Council's 'Serving People, Improving Lives' staff awards which took place on Monday 28 February. It has also been advantageous to run various training sessions, such as safeguarding training, in person once again as this helps sessions be engaging and interactive. We also ran two successful 'Staff Roadshow' events on the 15 and 16 March. The Roadshows saw over 185 staff coming together to reconnect, hear about the key projects and work streams coming up for the Council and reflect on their experiences of the last few years.

Finally, managers recorded a 'looking ahead' video to be released to staff and members in April (in time for the start of the new financial year). Managers recorded themselves talking through their plans for the upcoming year, from looking after our green spaces to supporting residents with their Council Tax, to give staff insight into the breadth of activity we do across the Council and an idea of the key projects coming up in the next year.

Key staff measures	Year to Date Quarter 4 19/20	Year to Date Quarter 4 20/21	Year to Date Quarter 3 21/22	Year to Date Quarter 4 21/22	Year to Date Target 21/22
% of staff turnover	3.0%	11.0%	3.7%	15.0%	14.0%
Average number of sick days per employee (FTE) per year lost through sickness absence	7.0	5.3	5.8	7.6	6.0

Covid-19: Staffing Impact	Q3	Q4
Number of staff who tested positive and were absent sick	20	51
Number of staff tested positive for Covid-19 and could continue to work from home	18	37
Number of staff tested positive for Covid-19 and could not work from home	9	25
Number of staff self-isolating and could continue to work from home	25	8
Number of staff self-isolating and could not work from home	5	4

Staff turnover in quarter 4 remains close to target by 1% and 4% higher than the previous year. 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 4 was 7.6 days against a target of 6 days. This is 2.3 days higher than the same period last year. However, it was perhaps expected that there would be an increase in sickness absences during this year following the easing of Covid-19 restrictions. It should also be noted that considerably more days have been lost due Covid related sickness with 472.5 working days lost this year compared to just 125.5 working days last year.

Forward Plan

For the Period May 2022 - August 2022



What is the Plan?

This Forward Plan sets out all of the Key Decisions that are expected to be taken during the period referred to above.

The Council has a statutory duty to prepare this document, in accordance, with the Local Government Act 2000 (as amended). The Plan is published monthly and will be available on the [Council's Website](#) .

What is a Key Decision?

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

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

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

Exempt Information

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

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

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

Decision to be taken / Report title and Summary	Decision maker	Date Decision to be taken	Responsible Portfolio Holder	Responsible Officer	Exempt y/n and Grounds for exemption	Date decision can be implemented
Levelling Up Fund Submission Including development of Clipstone Holding Centre and Vicar Water Park	Cabinet	7 Jun 2022	Portfolio Holder- Economic Development and Visitors	Matt Lamb, Director - Planning and Growth Matt.Lamb@newark-sherwooddc.gov.uk, Mark Eyre, Business Manager- Corporate Property Mark.Eyre@newark-sherwooddc.gov.uk	Open	13 June 2022
UK Shared Prosperity Fund	Cabinet	7 Jun 2022	Portfolio Holder- Economic Development and Visitors	Matt Lamb, Director - Planning and Growth Matt.Lamb@newark-sherwooddc.gov.uk	Open	13 June 2022
Arkwood Developments Business Plan	Cabinet	7 Jun 2022	Leader - Portfolio Holder Strategy, Performance and Finance	Will Marshall, Policy and Projects Officer william.marshall@newark-sherwooddc.gov.uk	Fully exempt <i>Commercially Sensitive information</i>	13 June 2022
Corporate Property Strategy	Cabinet	7 Jun 2022	Leader - Portfolio Holder Strategy, Performance and Finance	Mark Eyre, Business Manager- Corporate Property Mark.Eyre@newark-sherwooddc.gov.uk	Open	13 June 2022

Decision to be taken / Report title and Summary	Decision Maker	Date Decision to be taken	Responsible Portfolio Holder	Responsible Officer	Exempt y/n and Grounds for exemption	Date decision can be implemented
Disposal of land at Rolleston to Arkwood	Cabinet	7 Jun 2022	Leader - Portfolio Holder Strategy, Performance and Finance	Mark Eyre, Business Manager- Corporate Property Mark.Eyre@newark-sherwooddc.gov.uk	Part exempt <i>Commercially sensitive information</i>	13 June 2022
Local Development Framework update including Acquisition of Gypsy and Traveller sites	Cabinet	7 Jun 2022	Leader - Portfolio Holder Strategy, Performance and Finance	Matthew Norton, Business Manager - Planning Policy matthew.norton@newark-sherwooddc.gov.uk, Mark Eyre, Business Manager- Corporate Property Mark.Eyre@newark-sherwooddc.gov.uk	Part exempt <i>Commercially sensitive information</i>	13 June 2022
Newark Towns Fund update including provisions of options to relocate Newark Lorry Park	Cabinet	7 Jun 2022	Leader - Portfolio Holder Strategy, Performance and Finance	Neil Cuttell Neil.Cuttell@newark-sherwooddc.gov.uk, Mark Eyre, Business Manager- Corporate Property Mark.Eyre@newark-sherwooddc.gov.uk	Part exempt <i>Commercially sensitive information</i>	13 June 2022

Decision to be taken / Report title and Summary	Decision Maker	Date Decision to be taken	Responsible Portfolio Holder	Responsible Officer	Exempt y/n and Grounds for exemption	Date decision can be implemented
Promotion of Tourism	Cabinet	7 Jun 2022	Portfolio Holder- Economic Development and Visitors	Neil Cuttell Neil.Cuttell@newark-sherwooddc.gov.uk	Open	13 June 2022
Yorke Drive Regeneration	Cabinet	7 Jun 2022	Portfolio Holder - Homes and Health	Cara Clarkson, Strategic Housing cara.clarkson@newark-sherwooddc.gov.uk	Part exempt <i>Commercially sensitive information</i>	13 June 2022
East Midlands Devolution Deal	Cabinet	12 Jul 2022	Leader - Portfolio Holder Strategy, Performance and Finance	Matt Lamb, Director - Planning and Growth Matt.Lamb@newark-sherwooddc.gov.uk, John Robinson, Chief Executive john.robinson@newark-sherwooddc.gov.uk	Open	18 July 2022
Discretionary Rate Relief Policy	Cabinet	12 Jul 2022	Leader - Portfolio Holder Strategy, Performance and Finance	Nick Wilson, Business Manager- Financial Services Nick.Wilson@newark-sherwooddc.gov.uk, Neil Cuttell Neil.Cuttell@newark-	Open	18 July 2022

Decision to be taken / Report title and Summary	Decision Maker	Date Decision to be taken	Responsible Portfolio Holder	Responsible Officer	Exempt y/n and Grounds for exemption	Date decision can be implemented
				sherwooddc.gov.uk		
Acquisition of land at Bingham – for provision of car parking	Cabinet	12 Jul 2022	Leader - Portfolio Holder Strategy, Performance and Finance	Mark Eyre, Business Manager- Corporate Property Mark.Eyre@newark-sherwooddc.gov.uk	Part exempt <i>Commercially sensitive</i>	18 July 2022
Acquisition of land at Lowdham – for provision of car parking	Cabinet	12 Jul 2022	Leader - Portfolio Holder Strategy, Performance and Finance	Mark Eyre, Business Manager- Corporate Property Mark.Eyre@newark-sherwooddc.gov.uk	Part exempt <i>Commercially Sensitive information</i>	18 July 2022
Options for Brunel Drive and Farrar Close	Cabinet	12 Jul 2022	Portfolio Holder- Economic Development and Visitors	Mark Eyre, Business Manager- Corporate Property Mark.Eyre@newark-sherwooddc.gov.uk	Part exempt <i>Commercially sensitive information</i>	18 July 2022
Evening Economy Strategy	Cabinet	12 Jul 2022	Portfolio Holder- Economic Development and Visitors	Neil Cuttell Neil.Cuttell@newark-sherwooddc.gov.uk	Part exempt <i>Commercially sensitive information</i>	18 July 2022

Decision to be taken / Report title and Summary	Decision Maker	Date Decision to be taken	Responsible Portfolio Holder	Responsible Officer	Exempt y/n and Grounds for exemption	Date decision can be implemented
Environmental Enforcement	Cabinet	12 Jul 2022	Portfolio Holder - Cleaner, Safer, Greener	Alan Batty, Business Manager - Public Protection alan.batty@newark-sherwooddc.gov.uk	Part exempt <i>Commercially sensitive information</i>	18 July 2022

Topic Request Form

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

Topic Request Form	
Please complete the first section of this form to request that a topic is considered by the Policy and Performance Improvement Committee. Please send the completed form to Helen Brandham	
Section 1: Member Request	
Proposed topic	Member digital tools
I would like to understand (key lines of enquiry)	<p>We have a digital strategy and are committed as an organisation to being as digitally enabled as possible. We would like to understand what options would be possible to assist members to maximise their efficiency through being as digitally connected. This would include understanding :-</p> <ol style="list-style-type: none"> 1. Is there a choice of digital tools that can be available to members? 2. Do all members have to have the same digital equipment (tablet/laptop etc.)? 3. What training do members need and want to enable them to fully utilise the tools? 4. Are we as paper light as we can be? What more can be done? 5. Can a solution be found for members who are also on the county council to enable them to use one device? 6. Are there any internal policies or external best practice we should be aware of?
I think this topic should be considered because	<p style="color: purple;">Please outline here why you think this topics needs consideration. For example, you may have identified an area of poor performance or be relaying several concerns from residents. Please remember a topic will not be considered unless it has the potential to improve the quality of life of residents or achieve greater value for money across at least 2 wards.</p> <p>This should enable us to examine if we are being cost efficient in our approach. By issuing members with the right device and appropriate training it will; increase their efficiency, reduce ICT support time and support the green agenda by reducing paper use further.</p>
(if applicable) High level evidence supporting the reason for consideration	
Proposed by (name of member)	Simon Haynes Ward: Bridge Party: Conservative
Seconded by (name of member)	Neill Mison Ward: Farndon & Fernwood Party: Conservative
Date form is submitted	
Section 2: Officer Recommendation	

Topic Request Form

<p>Officer comment</p>	<p>Any relevant information on this topic. Including what it relates to (legal issue, complaint, staffing issue etc.), any power/ influence the council has, any relevant upcoming or ongoing work and an officer insight into the value of considering the topic.</p> <p>We agree that the proposed topic of member digital tools is a valuable area for PPI to form a working group on. It is an area that ICT and Digital Business Unit have been keen to look at, in line with wider work on Digital Transformation Strategy for the council. We agree that there needs to be greater clarity around some of the questions identified, including through the creation of council policy or digital guidance for members.</p> <p>Some other key considerations for inclusion in this working group may include:</p> <ul style="list-style-type: none"> • Tools and support available to members are fit for purpose and enable them to carry out their work as council members. • Reduction of paper agendas and other materials in line with digital and climate emergency strategies. • Training and increased awareness around data protection and cyber security risk to the council; • Training and support around Microsoft 365 applications and Modern Gov – a temperature check on of and confidence with using these applications. <p>Please note that any change existing devices will result in Display Screen Equipment assessments and ensuring that the device is suitable for any accessibility needs.</p>	
<p>Officer recommendation</p>	<p>That a review should be undertaken and that this would be a good topic for a working group to enable other members to feed into the debate.</p>	
<p>Officer name</p>	<p>Dave Richardson</p> <p>Carina Williamson</p>	<p>Role: ICT & Digital Services Business Manager</p> <p>Transformation and Service Improvement Officer</p>
<p>Date information added</p>	<p>25/05/2022</p>	
<p>Section 3: PPI Chair Recommendation</p>		
<p>PPI Chair comment</p>	<p>I recommend that this becomes a short working group to ensure members are best equipped to support their work.</p>	
<p>PPI Chair recommendation</p>	<p>Do/Don't undertake a review</p>	
<p>Date information added</p>		<p>Role:</p>
<p>Next step</p>	<p>Completed form to be taken to PPI on 13 June 2022</p>	

Topic Request Form

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

Topic Request Form	
Please complete the first section of this form to request that a topic is considered by the Policy and Performance Improvement Committee. Please send the completed form to Helen Brandham	
Section 1: Member Request	
Proposed topic	ASB
I would like to understand (key lines of enquiry)	<ol style="list-style-type: none"> 1. What does the data say? Where are the issues? 2. What is within our power to reduce ASB and what schemes could be proposed in specific to the areas where the data says there is ASB issues (CCTV, lighting, space, enforcement etc.)? 3. What can we influence? Is there under reporting and what can we do about this? What plans do the police have to tackle this? 4. Could the tenant engagement board look at ASB and how we deal with this in our housing stock? 5. What other partners influence/impact on ASB and can we look how we can work with them to reduce ASB?
I think this topic should be considered because	<p>Please outline here why you think this topics needs consideration. For example, you may have identified an area of poor performance or be relaying several concerns from residents. Please remember a topic will not be considered unless it has the potential to improve the quality of life of residents or achieve greater value for money across at least 2 wards.</p> <p>Over the last year the level of crime is down however the level of reported ASB has increased. The effect of ASB can be profound to individuals, families and whole communities. It impacts our businesses and economy. We should examine what more we can do to help both through direct intervention and by engaging with partners.</p>
(if applicable) High level evidence supporting the reason for consideration	
Proposed by (name of member)	Ronnie White Ward: Balderton Southwell Party: Conservative
Seconded by (name of member)	Penny Rainbow Ward: Southwell Party: Conservative
Date form is submitted	
Section 2: Officer Recommendation	
Officer comment	<p>Recent surveys have shown that there is a perceived anti-social behaviour problem in the district. To add to this there are indicators that suggest that feelings of safety have reduced too. There are certainly hotspots in particular areas where this is a large concern.</p> <p>There have been a number of recent initiatives such as the 'safer streets' campaign which have helped address some of the issues. A full review</p>

Topic Request Form

	with a working group would allow us to identify any additional problem areas and how best we, along with our community safety partners can tackle them.	
Officer recommendation	Do undertake a review and that this should be a working group to enable a more in depth approach.	
Officer name	William Marshall	Role: Transformation & Service Improvement Officer
Date information added	30.05.2022	
Section 3: PPI Chair Recommendation		
PPI Chair comment	I recommend that this topic is taken forward as a working group for review.	
PPI Chair recommendation	Do/ Don't undertake a review	
Date information added		Role:
Next step	Completed form to be taken to PPI on 13 June 2022	