

**NEWARK AND SHERWOOD DISTRICT COUNCIL**

**COMMUNITY PLAN  
2023 - 2027**



**SERVING PEOPLE, IMPROVING LIVES**



**NEWARK &  
SHERWOOD  
DISTRICT COUNCIL**



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# WELCOME TO NEWARK AND SHERWOOD'S COMMUNITY PLAN

## 2023 - 2027

Welcome to Newark and Sherwood's Community Plan, covering the period from 2023 to 2027.

The plan sets out what the Council intends to achieve over the next four years and how we will go about doing this. It takes account of feedback that we've received from our residents and focuses on the things that matter most to them - like tackling crime and anti-social behaviour and protecting and enhancing our environment.

In so many ways, Newark and Sherwood is a fantastic place to live, work and visit. We are privileged to be surrounded by wonderful countryside, are home to a thriving and diverse business and community sector and have many local amenities on our doorstep that cater for all kinds of different interests. At the same time, some of the people we serve are finding life especially tough at the moment, struggling to cope with the continued high cost-of-living and finding it difficult to fulfil their potential. While some Council services and some activities within the Community Plan are universal - in other words they benefit everyone - there's a strong theme running through our plan to maximise the strengths and unleash the potential of individuals and communities that have yet to share in the wider prosperity of Newark and Sherwood. This will involve working at multiple levels (national, regional, county, district and neighbourhood) if we're to raise aspirations, improve local skills levels, stimulate inward investment and improve health and well-being.

The other strong current flowing through our plan is our ambition to accelerate action to combat climate change and to enhance and protect biodiversity. There's plenty more we can do as a Council, for example to reduce our energy consumption through our planning policies and sensitive approaches to land management and conservation. But as with all of our challenges and opportunities, we can't do this alone and rely on constructive relationships with a wide range of partners. So, in our plan you'll find actions that the Council will be leading on and other actions that are about us influencing others for the benefit of our community.

The Community Plan provides a focus for the Council's activities and we will use it to prioritise how we spend public money. However, we know from experience that plans change. Think COVID, the war in Ukraine and the cost-of-living crisis, none of which were on the horizon when we developed our last plan yet all of which had a profound impact on our own organisation and the people that we serve. We will therefore carry out regular reviews of our Plan, to ensure that we are making good progress so that it remains fresh and in touch with local priorities.

Finally, although the bulk of the plan focuses on the actions we're going to take, there's an important section which concentrates on the "how" - the way we go about our business. This is hugely important - we call these our values - and they reflect what is important to us in the way that we think, behave and interact within and beyond the Council. You can find our values listed on page 5 of the Community Plan and ultimately, you will be the judge as to whether we are living these out or not!

We hope you find the Plan of interest and if you have any comments or suggestions, we'd love to hear from you.

Best wishes.



**John Robinson**  
Chief Executive of Newark and  
Sherwood District Council

**Councillor Paul Peacock**  
Leader of Newark and  
Sherwood District Council

# OUR VISION

The ethos of Newark and Sherwood District Council is 'Serving People, Improving Lives'. We exist for the benefit of others and we are accountable for making things better. We accept this responsibility and recognise that our Community Plan can only be achieved by working in partnership with others and at a variety of different levels – sometimes street based, sometimes regionally, nationally and internationally.

Our Council wants to make a positive difference - now and for future generations. We're passionate for everyone within our community to fulfil their potential and our aspiration is to be at the forefront of sustainable living.

We are proud to represent Newark and Sherwood and although not everyone will agree with everything that we do, we are a Council that is true to its values: welcoming, ambitious, responsive, professional and value for money.

## OUR PURPOSE AND OUR VALUES

We want to serve our local community in the best way we possibly can. As public servants we place a great emphasis on adopting a public sector ethos and seek to embody this in the way that we interact with you and with each other. The Council's purpose and values make it clear what we are here to do and how we will go about it.

### **Ambitious and forward thinking:**

Focused on achieving the very best and always looking to improve and innovate.

### **Caring and compassionate:**

Sensitive to the different needs and circumstances of others; seeks to empower people to fulfil their potential.

### **Commercial and business-like:**

Careful and creative with resources; securing value for money.

### **Professional and trustworthy:**

Open, honest and transparent. Consistently delivering on promises; providing good quality and demonstrating integrity.

### **Welcoming and responsive:**

Approachable, friendly and inclusive. Open to feedback and challenge and swift to act.

# 'SERVING PEOPLE, IMPROVING LIVES'

# OUR DISTRICT

Welcome to our district, we are proud to be home to 122,900 people with a total of 53,300 households over 651 square kilometres. The population of Newark and Sherwood has increased by 7% between 2011 and 2021, meaning our population has grown more quickly when compared with the population nationally. The population of residents aged 65 years and over has increased the most (by 26.7%) with the number of residents in all age groups 50 and over being higher than the national average. In contrast those aged 15 year and under has increased by 1.3%, with the number of residents in all age groups 14 and below being lower than the national average.

Despite the growing population, as of 2021 Newark and Sherwood is the 12th least densely populated local authority area out of 35 in the East Midlands.

13.9% of households in the district are socially rented, which is 3.2% lower than the national average. However, there are 7,814 socially rented households within Newark and Sherwood, and of those 5,534 (70.82%) properties are owned by Newark and Sherwood District Council.

## Strengths:

Newark and Sherwood is a district which has much to celebrate and be proud of. The district is fortunate enough to have access to green spaces throughout the district, including five green flag parks as of 2023, as well as a number of green space visitor destinations which are detailed in the map of the district below.

The district also has a number of historic visitor destinations, Sherwood Forest is a historic and ancient woodland that is associated with the world-renowned legend of Robin Hood and draws many visitors into the district. Newark and Sherwood is also the home of the National Civil War Centre and Newark Castle and Gardens.

Looking at the residents who call Newark and Sherwood home, we know that 69.8% of households own their own home, either outright or with a mortgage, loan or shared ownership and this is 7.5% higher than the national average. Newark and Sherwood District Council is the largest social landlord in the district, with 69.24% of all socially rented properties being owned and maintained by the Council.

## Challenges:

Whilst there is much to celebrate and be proud of, it is recognised that there are challenges experienced by residents within the district.

There is educational disparity across the district, which varies by ward. For example, there are 2,059 residents concentrated in one ward who do not hold a formal qualification compared to 258 residents in a different ward. This theme continues when looking at numbers of residents who hold a level 4 qualification; 3,295 of residents who hold a level 4 qualification are concentrated in one ward compared to 592 residents in a different ward.

Employment rates are a challenge within the district. In 2021, 58.4% of the working age population of the district was in employment or actively seeking employment which is 2.5% lower than the national average. As such, we understand that the percentage of the working age population who were employed and not actively seeking employment, is lower than the national average.

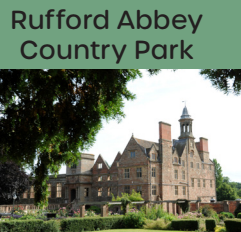
The health of our residents presents some challenges. 44.7% of residents would describe their health as very good, which is 3.8% lower than the national average. There are several factors which shape the conditions in which we are born, grow, live, work and age. These factors result in the differences between people or groups caused by social, geographical, biological or economical influences which can both cause advantages and disadvantages to health. The gap in life expectancy across the district is 9.1 years for men and 9.4 years for women, this means the residents living in one particular area will live on average 9 years less than those in another.



Thoresby Estate



Sherwood Forest and Sherwood Pines



Rufford Abbey Country Park



Vicar Water Country Park



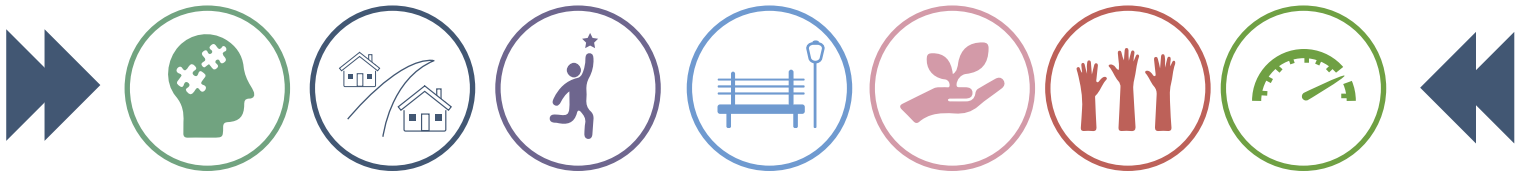
Newark Castle



Sconce and Devon Park

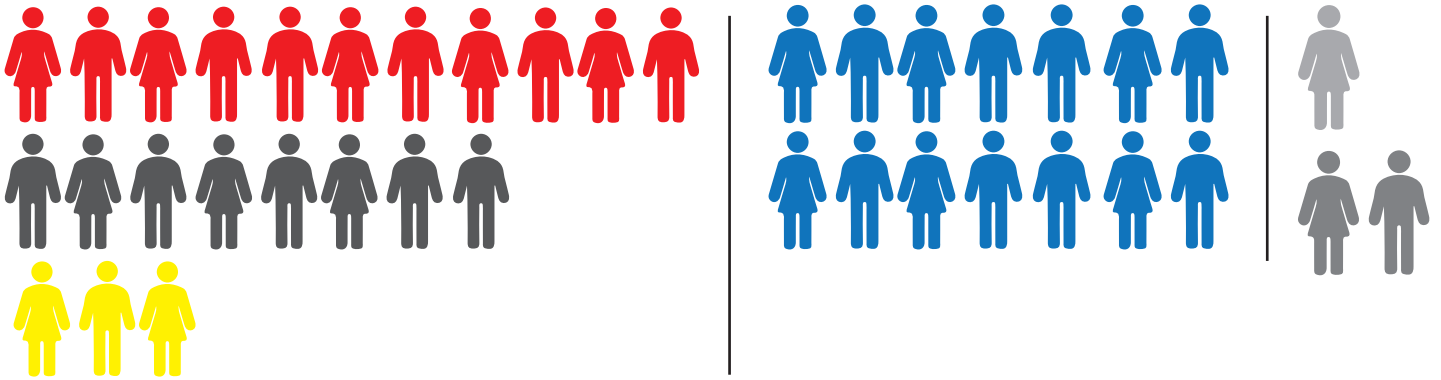
Southwell Minster and Archbishops Palace





# HOW THE COUNCIL WORKS

Residents of Newark and Sherwood are represented by 39 elected members. The political make-up of the Council from May 2023 is shown below. As no single political group has a majority of seats (20) on the Council, a collective has been formed between the Labour group, Independents for Newark and District and the Liberal Democrat Group who between them provide the political leadership of the Council.



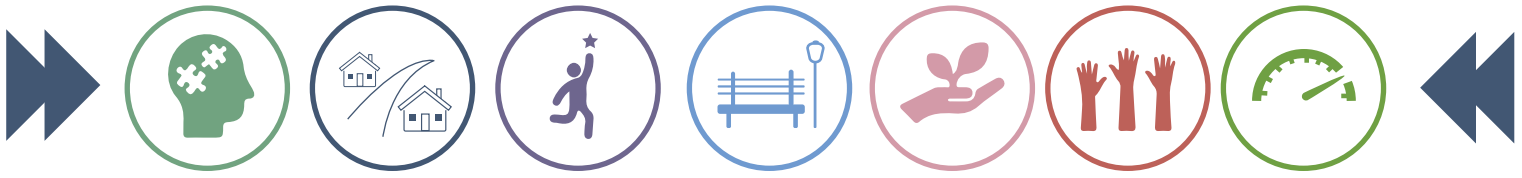
Councillors are elected by the community to decide how the Council should carry out its various activities. They represent public interest as well as individuals living within the ward in which he or she has been elected to serve a term of office. They have regular contact with the general public through Council meetings, telephone calls or surgeries. Surgeries provide an opportunity for any ward resident to go and talk to their Councillor face-to-face and these take place on a regular basis. Councillors appoint a Leader and Deputy Leader to provide political leadership and direction for the Council as a whole. Each year, Councillors also appoint a Chairman to undertake civic responsibilities on behalf of the whole Council.

Find out more about our Councillors, including the Councillor representative for each ward here: [Your Councillors - Newark and Sherwood District Council \(newark-sherwooddc.gov.uk\)](http://newark-sherwooddc.gov.uk)

All Councillors meet together as the "Full Council" and these meetings are open to the public.







# HOW WILL WE FINANCE OUR PLANS?

Since 2010/11 the way in which Local Government has been financed has fundamentally changed, with Councils needing to be more financially self-sufficient in order to meet their objectives and priorities. In 2010/11 the Council received 23.12% of its total expenditure directly from Central Government in the form of a grant. In 2023/24 that percentage reduced to 7.5%.

Further reform in the way local government is financed has been anticipated for some years, however since 2019/20 several national priorities have impacted on ministerial time and the reform has therefore been delayed. It is expected that the reform will, when introduced, largely seek to rebalance the funding between lower tier (District and Borough Councils) and upper tier (County Councils) to address national priorities such as funding of adult and children’s social care services. It is expected that the reform will happen but when it will happen is uncertain, and unlikely now to be before 2026/27.

The Council funds its objectives and priorities through several different routes, four of which are outlined below:

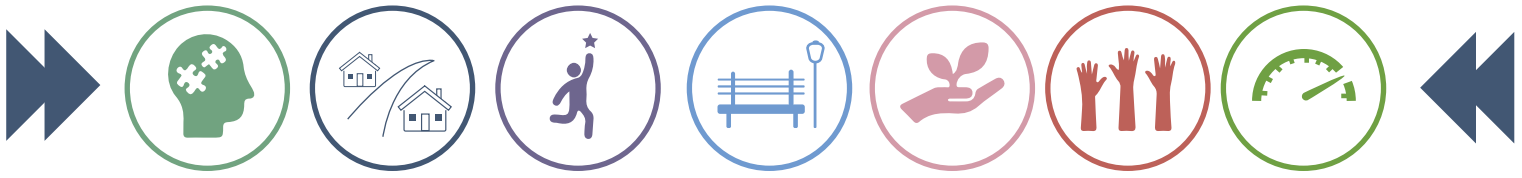
**Fees and Charges:** This is made up of a number of different types of fees and charges, some of which are mandatory (for example certain types of planning fee or certain types of licencing fee) and some are discretionary (such as lorry park charging or entry fee to the National Civil War Centre).

**Business Rates** - All businesses have a rateable value (the estimated annual rental value for a property) which is set by the Valuation Office Agency. Central Government annually sets a multiplier, which generates how much each business must pay in Business Rates by multiplying the multiplier by the rateable value. The Council then collects those funds and retains 50%, which is split 40% to this Council, 9% to Nottinghamshire County Council and 1% to Nottinghamshire Fire Authority.



## BREAKDOWN PER £1 OF COUNCIL TAX

Average Parish Precepts - £0.04
Nottinghamshire Fire and Rescue - £0.04
Newark and Sherwood District Council - £0.08
Nottinghamshire Police and Crime Commissioner - £0.11
Nottinghamshire County Council - £0.73



**Council Tax** - This is a tax on domestic properties based on the estimated value of a property. Each property in the district is then levied with a charge based on their size and proximity to services and is allocated a band on a scale from A-H. Only around 8% of the total Council Tax collected goes to Newark and Sherwood District Council. The remaining 92% funds a number of other preceptors and their operations. The chart shows where each £1 of your Council Tax goes in respect of the 2023/24 financial year. The charges are reviewed annually by each of the authorities during February and March for the forthcoming year, and hence the proportions can change depending on what each authority approves. More information, and updated proportions visit [www.newark-sherwooddc.gov.uk/counciltax](http://www.newark-sherwooddc.gov.uk/counciltax)

**Central Government grants** - The Council receives a number of grants directly from Central Government to assist with both general funding (through grants such as the Revenue Support Grant (RSG) and New Homes Bonus) and specific funding (through grants such as the Homelessness Grant). Any external funding that is received assists the Council in delivering its objectives and priorities and ensures that a smaller burden is placed on the local Council Taxpayer.

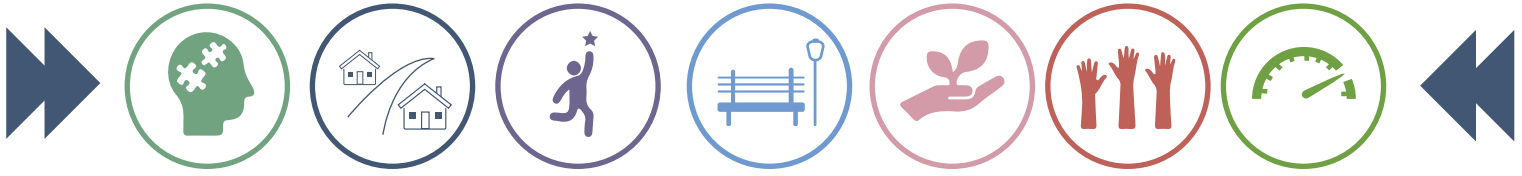
The Council has produced a Medium-Term Financial Plan, which describes how the objectives and priorities set out in this document will be financed over the medium term. This document is refreshed annually to reflect the changing economic environment in respect of various external factors. From the changes described above in funding arrangements, through to economic fluctuations in interest rates and inflation, it is important to ensure that our objectives and priorities remain sustainable.

The latest approved Medium-Term Financial Plan, together with future amendments and previous history is available on our website at [www.newark-sherwooddc.gov.uk/budgets](http://www.newark-sherwooddc.gov.uk/budgets)

An integral part of the Council's funding plans has been the approval of a Commercialisation Strategy in January 2022, which provides support for front line services by creating efficiencies and increasing income. Work continues over the medium term to drive forward the organisation and ensure that service delivery is efficient, effective and offers good value for money.

The original Commercialisation Strategy is available on our website at [www.newark-sherwooddc.gov.uk/councilstrategies](http://www.newark-sherwooddc.gov.uk/councilstrategies) Future updates on the progress of projects underpinned by this strategy are reported within the Medium-Term Financial Plan each financial year.





### **OBJECTIVE 1**

Improve health and wellbeing.

### **OBJECTIVE 2**

Increase the supply, choice, and standard of housing.

### **OBJECTIVE 3**

Raise peoples' skills levels and create employment opportunities for them to fulfil their potential.

### **OBJECTIVE 4**

Reduce crime and anti-social behaviour.

### **OBJECTIVE 5**

Protect and enhance the district's natural environment and green spaces.

### **OBJECTIVE 6**

Reduce the impact of Climate Change.

### **OBJECTIVE 7**

Celebrate and invigorate community spirit, pride of place and a sense of belonging.

### **OBJECTIVE 8**

To be a top performing, modern and accessible Council.





# OBJECTIVE 1: IMPROVE HEALTH AND WELLBEING



Objective 1: Improve health and wellbeing	Lead Director/Officer	Portfolio Holder
Review the impact of the Council's cost-of-living action plan and consider future support.	Chief Executive/Director of Housing, Health and Well-Being	Health, Wellbeing and Leisure Strategy Performance and Finance Public Protection and Community Relations Sustainable Economic Development
Maximise take up of housing benefit, Council Tax support and other household grants to support residents financially.	Revenues and Benefits Business Manager	Strategy Performance and Finance
Support the delivery of community-based prevention services through the construction of a new car park at Newark Hospital.	Corporate Property Business Managers	Strategy Performance and Finance
Deliver our 'Warm Homes on Prescription' service in partnership with Mansfield District Council.	Housing Maintenance and Asset Management Business Manager	Health, Wellbeing and Leisure
Deliver our 'Playpark Investment Plan' to improve play park areas across the district, exploring natural play opportunities.	Environmental Services Business Manager	Biodiversity and Environmental Services
Develop options for improving Southwell Leisure Centre, including the provision of a new centre..	Corporate Property Business Manager Housing Strategy and Regeneration Business Manager	Health, Wellbeing and Leisure
Explore options for 'green' entrances and exits to and from estates and villages.	Environmental Services Business Manager	Biodiversity and Environmental Services
Explore options for improving air quality in specific locations.	Public Protection Business Manager	Climate Change
Work with partners to reduce health inequalities in targeted areas and seek to increase local access to services and green spaces for all.	Housing Strategy and Regeneration Business Manager	Health, Wellbeing and Leisure Biodiversity and Environmental Services



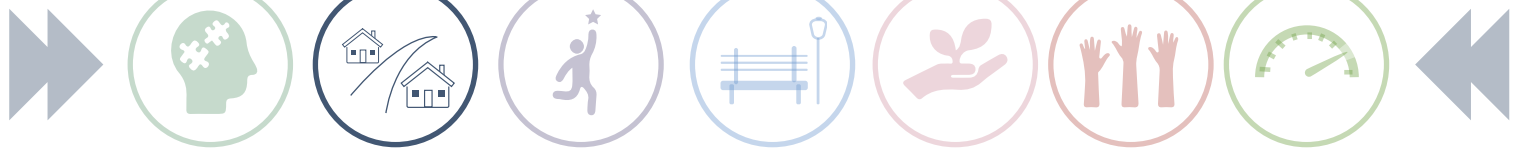
Support NHS partners via sign posting and jobs fairs to recruit and retain staff from the local community in order to improve access to health and social care.	Housing Strategy and Regeneration Business Manager	Health, Wellbeing and Leisure
Develop plans and seek funding opportunities for the Council and its partners to improve cycling and walking infrastructure.	Planning Policy and Infrastructure Business Manager	Health, Wellbeing and Leisure
	Housing Strategy and Regeneration Business Manager	Sustainable Economic Development
Develop an agreed approach to increase the number of groups and individuals actively engaged in volunteering, making sure the offer is as inclusive and as varied as possible.	Housing Strategy and Regeneration Business Manager	Public Protection and Community Relations
Develop and seek funding to implement a 'Playing Pitch Strategy' and 'Facilities Improvement Plan'.	Housing Strategy and Regeneration Business Manager	Health, Wellbeing and Leisure
Implement our 'Health and Wellbeing Strategy', having regard to the Office of National Statistics indices of wellbeing.	Housing Strategy and Regeneration Business Manager	Health, Wellbeing and Leisure
Work with partners to develop a Local Transport Plan for the district, including options for improving public transport with a focus on increasing the geographical coverage and frequency of these services and opportunities for low emission vehicles.	Planning Policy and Infrastructure Business Manager	Sustainable Economic Development
Explore options to further develop parks in the district enabling free play and exercise, making sure the offer is as inclusive and as varied as possible.	Environmental Services Business Manager	Biodiversity and Environmental Services
Provide ongoing support to raise the profile of cycling within the district, including the promotion of high-profile events, supporting increased participation in cycling, and encouraging active travel and recreation.	Economic Growth and Visitor Economy Business Manager	Health, Wellbeing and Leisure
	Housing Strategy and Regeneration Business Manager	
To design and implement a changing places style facility within the Dukeries Leisure Centre to increase accessibility for all residents.	Corporate Property Business Manager	Health, Wellbeing and Leisure
	Housing Strategy Regeneration Business Manager	
Consider how to ensure major projects are developed with community involvement where appropriate and seek to maximise the delivery of wider benefits, including health, climate, biodiversity and heritage and culture.		Health, Wellbeing and Leisure
	Economic Growth and Visitor Economy Business Manager	Biodiversity and Environmental Services Heritage, Culture and the Arts



## OBJECTIVE 2: INCREASE THE SUPPLY, CHOICE, AND STANDARD OF HOUSING



Objective 2: Increase the supply, choice, and standard of housing	Lead Director/Officer	Portfolio Holder
Deliver the Housing Strategy, 2023-2028.	Housing Strategy and Regeneration Business Manager	Housing
Review the 'Housing Allocations Scheme', including a full refresh of the housing register.	Housing and Estates Management Assistant Business Manager	Housing
Continue to respond to additional and emerging demands for the resettlement of refugees.	Housing and Estates Management Assistant Business Manager	Housing
Deliver a 'Housing Stock Condition Survey' for Council housing and private rented sector properties.	Housing Maintenance and Asset Management Business Manager Public Protection Business Manager	Housing
Implement a new Homelessness and Rough Sleeper Strategy, 2024-2027.	Housing Strategy and Regeneration Business Manager	Housing
Explore ways to reduce the number of empty private homes across the district.	Housing Strategy and Regeneration Business Manager Public Protection Business Manager	Housing
Explore ways to improve energy efficiency in the private rented sector.	Housing Maintenance and Asset Management Business Manager Housing Strategy and Regeneration Business Manager	Housing Climate Change
Complete the current Council house building programme and explore plans for a future programme.	Director of Housing, Health and Wellbeing	Housing



Develop new homes for open market sale or rent through Arkwood Developments Ltd, balancing housing quality, mix of housing, environmental sustainability and financial return.	Chief Executive Officer	Strategy Performance & Finance
Undertake an options appraisal for 'Housing with Care' in conjunction with partners.	Housing Services Business Manager	Housing
Develop an 'Affordable Housing and Development Contributions Supplementary Planning Document'.	Housing Strategy and Regeneration Business Manager Planning Policy and Infrastructure Business Manager	Housing
Progress the amended 'Allocations and Development Management DPD' through the examination process to adoption.	Director of Growth and Regeneration	Sustainable Economic Development
Develop and deliver a strategy to meet the housing needs of the Gypsy, Roma and Traveller community.	Housing Strategy and Regeneration Business Manager Housing Services Business Manager	Housing
Complete development of Alexander Lodge, a new temporary accommodation facility, incorporating pathways to independence for care leavers.	Corporate Property Business Manager Housing and Estates Management Assistant Business Manager	Housing
Embed and evaluate our new 'Repairs Online' service.	Housing Maintenance and Asset Management Assistant Business Manager	Housing
Review planning guidance and policies to encourage and require where possible enhanced sustainability standards in new developments.	Planning Policy and Infrastructure Business Manager	Sustainable Economic Development Climate Change
Design and implement a 'New Housing Management System' for Council owned homes, to provide a modern system and better user experience for both tenants and staff.	Housing Income and Leaseholder Management Business Manager	Housing
Deliver the estate regeneration scheme at Yorke Drive.	Housing Strategy and Regeneration Business Manager Corporate Property Business Manager	Housing
Explore further ways to seek out imaginative and effective ways to engage with and involve tenants.	Housing Services Business Manager	Housing



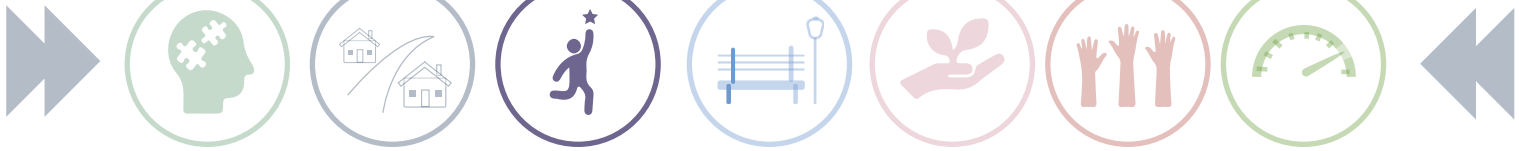
## OBJECTIVE 3:

RAISE PEOPLES' SKILLS LEVELS AND CREATE EMPLOYMENT OPPORTUNITIES FOR THEM TO FULFIL THEIR POTENTIAL



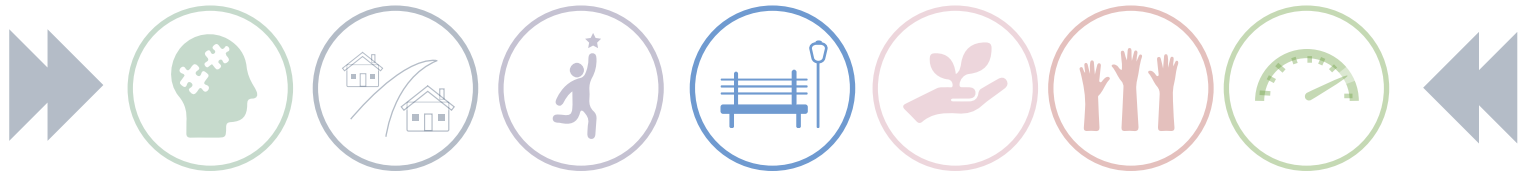
Objective 3: Raise peoples' skill levels and create employment opportunities for them to fulfil their potential	Lead Director/Officer	Portfolio Holder
Review and adopt a new Sustainable Economic Development and Visitor Economy Strategy 2023-2028.	Economic Growth and Visitor Economy Business Manager	Sustainable Economic Development
Work alongside educators and employers to identify, support and expand local opportunities in green and land management sectors.	Economic Growth and Visitor Economy Business Manager	Sustainable Economic Development Climate Change Biodiversity and Environmental Services
Support the further development of the Air and Space Institute (Newark)@ including linked sectors, future skills, and supply chain.	Economic Growth and Visitor Economy Business Manager	Sustainable Economic Development
Continue to develop and deliver the 'Future First Career Expo' annually.	Economic Growth and Visitor Economy Business Manager	Sustainable Economic Development
Maximise local employment opportunities during, and arising from, major infrastructure and housing schemes, including the Southern Link Road, A46 and Ollerton Roundabout.	Economic Growth and Visitor Economy Business Manager Planning Policy and Infrastructure Business Manager	Sustainable Economic Development
Redevelop the Clipstone Holdings site with high quality, environmentally sustainable industrial units.	Corporate Property Business Manager	Sustainable Economic Development
Progress the development of 14 Market Place to provide commercial space to the ground floor and residential dwellings above.	Corporate Property Business Manager	Sustainable Economic Development



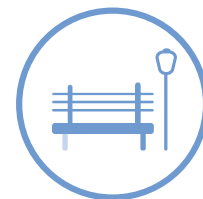


Progress the relocation of Newark Lorry Park and redevelopment of Newark Gateway.	Economic Growth and Visitor Economy Business Manager Corporate Property Business Manager	Sustainable Economic Development
Undertake a feasibility study for the refurbishment of the Sutton-on-Trent industrial site with a view to creating employment opportunities.	Corporate Property Business Manager	Sustainable Economic Development
Deliver the 'Shared and Rural Prosperity Fund Programmes' up to March 2025.	Economic Growth and Visitor Economy Business Manager	Sustainable Economic Development
Reinvigorate Invest Newark and Sherwood.	Economic Growth and Visitor Economy Business Manager	Sustainable Economic Development
Review annually the 'Infrastructure Funding Statement' to pro-actively support identified priorities through a combination of developer delivery, direct delivery, securing funding, and using influence to shape third party delivery plans.	Planning Policy and Infrastructure Business Manager	Sustainable Economic Development
Expand the number of apprenticeship and work experience opportunities across the Council and district, including major projects, working with partner organisations to deliver this.	Economic Growth and Visitor Economy Business Manager HR and Training Business Manager	Sustainable Economic Development
Promote the market for arts, culture and creative industries, including opportunities for high quality training and access to a variety of creative outlets.	Heritage and Culture Business Manager	Heritage, Culture and the Arts
Recognise and promote access to art and creative subjects, enabling all residents to realise their potential and explore how to increase employment opportunities within this sector.	Economic Growth and Visitor Economy Business Manager	Heritage, Culture and the Arts
Review with partners the wide variations in educational attainment across the district and develop targeted proposals to address this.	Economic Growth and Visitor Economy Business Manager	Sustainable Economic Development

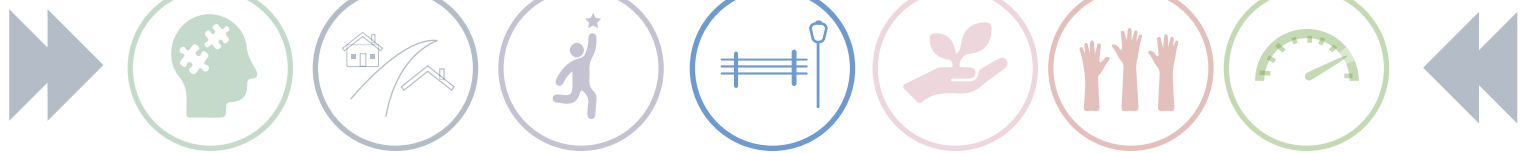




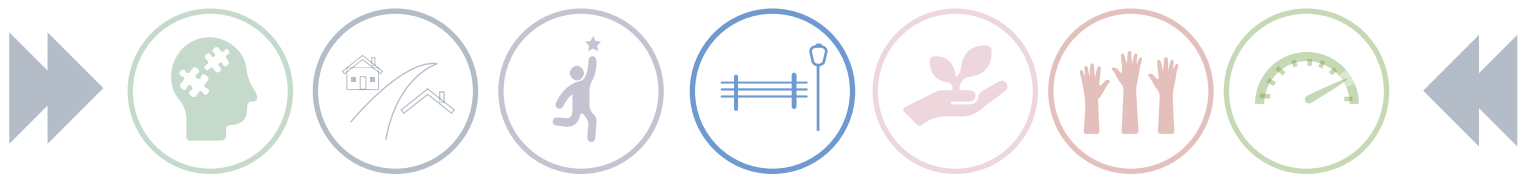
## OBJECTIVE 4: REDUCE CRIME AND ANTI-SOCIAL BEHAVIOUR



Objective 4: Reduce crime and anti-social behaviour	Lead Director/Officer	Portfolio Holder
Develop a Community Safety Strategy and action plan addressing the priorities for 2024/25.	Public Protection Business Manager	Public Protection and Community Relations
Increase the level of resource in order to tackle anti-social behaviour in target locations.	Director of Communities and Environment/Public Protection Business Manager	Public Protection and Community Relations
Undertake a comprehensive review of public realm CCTV with a view to making recommendations for its future coverage, geographical locations and partnership arrangements.	Public Protection Business Manager	Public Protection and Community Relations
Maximise the use and effectiveness of CCTV to deter crime and bring offenders to justice.	Public Protection Business Manager	Public Protection and Community Relations
Intervene to reduce the number of empty premises across high streets to deter potential anti-social behaviour and encourage footfall.	Public Protection Business Manager Economic Growth and Visitor Economy Business Manager	Public Protection and Community Relations
Improve lighting and review infrastructure to reduce opportunities for crime and anti-social behaviour and improve feelings of safety.	Public Protection Business Manager	Public Protection and Community Relations
Integrate reduction mechanisms for crime and anti-social behaviour into town centre schemes, such as Newark Towns Fund, Newark Cultural Heart Programme, Heritage Action Zones and Shop Local campaigns.	Public Protection Business Manager Planning Development Business Manager	Public Protection and Community Relations
Actively promote the reporting of anti-social behaviour to increase intelligence and enable better targeting of interventions, including Pub Watch and Shop Watch.	Public Protection Business Manager	Public Protection and Community Relations
Continue to undertake regular 'Nights of Action', targeting crime and anti-social behaviour 'hot spots'.	Public Protection Business Manager	Public Protection and Community Relations
Continue to work with partners and businesses to identify and intervene with known groups who perpetrate anti-social behaviour.	Public Protection Business Manager	Public Protection and Community Relations



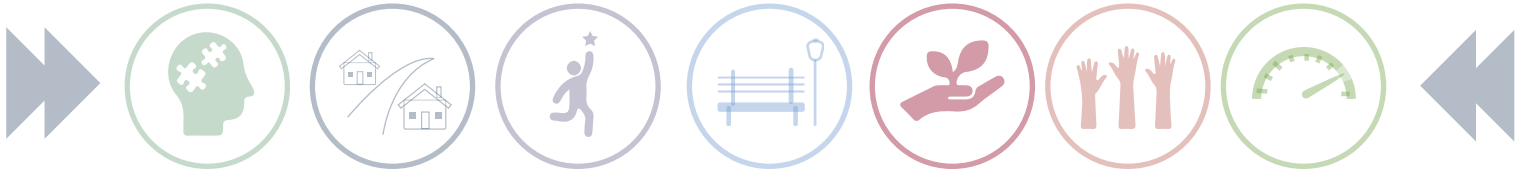
Continue to work with partners to encourage interventions at an early stage through education in schools and assisting families in need of support, including young people who have fallen out of education.	Public Protection Business Manager	Public Protection and Community Relations
Assist in the delivery of 'Rural Crime and ASB Prevention' with additional target hardening at Sherwood Forest Corner.	Public Protection Business Manager	Public Protection and Community Relations
Coordinate enforcement activity across Public Protection, Housing and Estate Management and Environmental Services to ensure joined up collaborative approaches.	Public Protection Business Manager Environmental Services Business Manager Housing Services Business Manager	Public Protection and Community Relations
Reduce the number of environmental crimes committed by increasing visibility and enforcement in targeted areas.	Environmental Services Business Manager Public Protection Business Manager	Public Protection and Community Relations
Complete a programme of target hardening to protect vulnerable sites from unauthorised encampments.	Public Protection Business Manager	Public Protection and Community Relations
Continue to deliver the 'Safer Streets' project and identify future funding streams.	Public Protection Business Manager	Public Protection and Community Relations
Continue with the concession for the enviro-crime enforcement scheme.	Environmental Services Business Manager	Public Protection and Community Relations
Work in partnership with other housing providers to enable early intervention in matters of anti-social behaviour, which may include enforcement action for those in private rented accommodation.	Public Protection Business Manager	Public Protection and Community Relations
Work with partners to develop early intervention and youth diversionary activities to prevent crime and anti-social behaviour and engage with young people to understand what those activities might be.	Public Protection Business Manager	Public Protection and Community Relations
Consider options of expanding the 'Community Alcohol Partnership' (CAP) service into the district.	Housing Strategy and Regeneration Business Manager	Public Protection and Community Relations
When new projects are underway, actively seek out ways to involve residents in aspects of their design and development, thereby increasing a local sense of ownership and mitigating against the risk of vandalism and damage.	Planning Development Business Manager Public Protection Business Manager	Public Protection and Community Relations
Examine how the provision of art and creative activities could be used as a means of diverting some young people away from anti-social behaviour and giving direction, hope and aspiration for the future.	Public Protection Business Manager Housing Strategy and Regeneration Business Manager	Heritage, Culture and the Arts



## OBJECTIVE 5: PROTECT AND ENHANCE THE DISTRICT'S NATURAL ENVIRONMENT AND GREEN SPACES



Objective 5: Protect and enhance the district's natural environment and green spaces	Lead Director/ Officer	Portfolio Holder
Support Newark Town Council in the delivery of improvement plans at Sherwood Avenue Park.	Director of Communities and Environment	Biodiversity and Environmental Services
Understand the biodiversity baseline within the district, allowing the development and implementation of a Biodiversity Strategy, 2024 - 2028.	Planning Development Business Manager Planning Policy and Infrastructure Business Manager	Biodiversity and Environmental Services
With WRAP (Waste and Resources Action Programme) and Nottinghamshire County Council, develop an options appraisal for the collection of weekly food waste collections and mixed recycling.	Environmental Services Business Manager	Climate Change
Roll out new kerbside glass recycling service.	Environmental Services Business Manager	Climate Change
Improve recycling levels by promoting positive behavioural changes, through community events, targeted communication and enforcement.	Environmental Services Business Manager	Climate Change
Improve the appearance of the environment and recycling rates in targeted communities by delivering at least 10 school or community projects per annum, aligned with the future 'Days of Action' programme.	Environmental Services Business Manager	Climate Change
Undertake environmental protection activities to reduce levels of littering and fly tipping across the district, whilst also focusing on improving the quality of natural habitats.	Environmental Services Business Manager	Biodiversity and Environmental Services
Utilise new real time reporting analysis of street cleansing/grounds maintenance to improve our response times.	Environmental Services Business Manager	Biodiversity and Environmental Services
Carry out a district wide audit of litter and dog bins.	Environmental Services Business Manager	Biodiversity and Environmental Services



<p>Conduct a programme of focus weeks (targeted following district wide monitoring) of joint working between Street Scene, Housing and the Environmental Protection Officer.</p>	<p>Environmental Services Business Manager Public Protection Business Manager Housing Services Business Manager</p>	<p>Biodiversity and Environmental Services</p>
<p>Deliver on the Council's Tree Strategy.</p>	<p>Environmental Services Business Manager</p>	<p>Biodiversity and Environmental Services</p>
<p>Play an active role in biodiversity net gain for the district, including the potential to own our own biodiversity offset sites, as well as looking at how our own developments can contribute.</p>	<p>Planning Development Business Manager Corporate Property Business Manager</p>	<p>Biodiversity and Environmental Services</p>

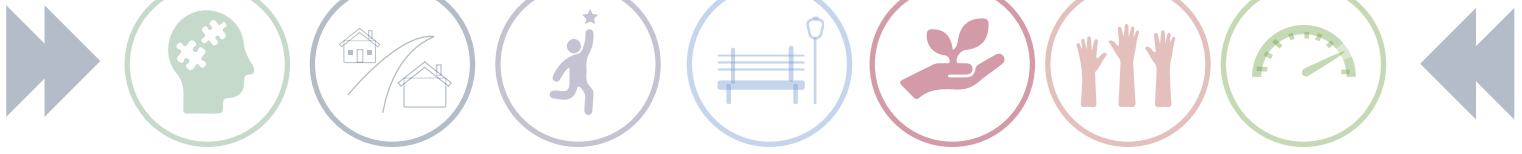




## OBJECTIVE 6. REDUCE THE IMPACT OF CLIMATE CHANGE



Objective 6: Reduce the impact of climate change	Lead Director/Officer	Portfolio Holder
Further develop and deliver a Council-wide decarbonisation plan for our built assets as set out within the Decarbonisation Plan, including the decarbonisation of heating systems within our corporate and leisure buildings.	Director of Communities and Environment	Climate Change
Continue to deliver the Brunel Drive Masterplan, including the trial of electric and hybrid vehicle options. Facilitate the expansion of mass vehicle charging required at Brunel Drive Depot.	Director of Communities and Environment	Climate Change
Undertake an annual assessment of the carbon footprint of Newark and Sherwood District Council to measure performance against the Council's target of net zero.	Director of Communities and Environment	Climate Change
Implement the 'Local Area Energy Plan'.	Director of Communities and Environment	Climate Change
Work with key strategic partners to support completion and evaluation of the 'Home Upgrade Grant' scheme.	Housing Maintenance and Asset Management Business Manager Housing Strategy and Regeneration Business Manager	Climate Change Housing
Complete a project for our Council homes to renew over 100 oil heating systems with air source heat pumps and solar panels to improve affordability for tenants and reduce carbon emissions.	Housing Maintenance and Asset Management Business Manager	Housing Climate Change
Roll out programme of solar panels across Council buildings and explore other options to deliver our commitment to decarbonise Council owned assets.	Director of Communities and Environment	Climate Change
Engage with the Carbon Trust to explore the feasibility and implications of accelerating the decarbonisation target, our pledge to become Net Zero by 2035 and expanding it to include social housing.	Director of Housing, Health and Wellbeing Director of Communities and Environment	Climate Change
Investigate securing greater renewable energy solutions within new developments across the district, including small scale community schemes where appropriate.	Planning Policy and Infrastructure Business Manager	Climate Change



Restructure current collection rounds and develop improved driver behaviour strategies, including the monitoring of vehicle repairs, to reduce fuel consumption and CO2 emissions.	Environmental Services Business Manager	Climate Change
Take the lead to develop a more joined-up approach to the management of the public realm, focusing on key areas in town centres and local estates.	Environmental Services Business Manager	Biodiversity and Environmental Services
	Housing Services Business Manager	Housing
Work with partners to consider how best to maximise the potential benefit of the River Trent, including as a source of energy generation and as a tourism asset.	Economic Growth and Visitor Economy Business Manager	Sustainable Economic Development
	Economic Growth and Visitor Economy Business Manager	Biodiversity and Environmental Services Climate Change Heritage, Culture and the Arts
Declare a 'Motion for the Ocean' to champion good stewardship by the relevant authorities of the River Trent and its tributaries. To encourage addressing pollution and litter at source, contributing significantly to the preservation and restoration of the ocean.	Environmental Services Business Manager	Biodiversity and Environmental Services Climate Change
Consider how to celebrate community contributions made through youth volunteering.	Housing Strategy and Regeneration Business Manager	Public Protection and Community Relations
Explore options for the creation of community works of art which communicate an environmental message, including a love of the natural world and to ensure all residents have a voice including young people.	Housing Strategy and Regeneration Business Manager	Heritage, Culture and the Arts





## OBJECTIVE 7: CELEBRATE AND INVIGORATE COMMUNITY SPIRIT, PRIDE OF PLACE AND A SENSE OF BELONGING



Objective 7: Celebrate and invigorate community spirit, pride of place and a sense of belonging	Lead Director/Officer	Portfolio Holder
Develop a flexible, creative approach to cultural visiting, with family orientated activities. To include family tours, drop-in arts activities and storytelling that utilise the three heritage sites with a vision of integrating our offer to broaden our reach and appeal to a wide range of audiences.	Heritage and Culture Business Manager	Heritage, Culture and the Arts
Review current grant aid support to voluntary and community groups to ensure Council funding has maximum impact.	Housing Strategy and Regeneration Business Manager	Public Protection and Community Relations
Deliver seasonal destination marketing campaigns to promote visitor attractions, working in partnership with accommodation and food providers, and events promoters. Create brand ambassadors for the district both within the Council and the wider district.	Economic Growth and Visitor Economy Business Manager	Heritage, Culture and the Arts
Deliver the Newark Castle Gatehouse scheme.	Heritage and Culture Business Manager Corporate Property Business Manager	Heritage, Culture and the Arts
Deliver the National Portfolio Organisation (NPO) activity plan.	Heritage and Culture Business Manager	Heritage, Culture and the Arts
Support the delivery of community initiatives through ongoing grant schemes.	Housing Strategy and Regeneration Business Manager	Public Protection and Community Relations
Develop and implement an Evening Economy Strategy for towns in the district.	Economic Growth and Visitor Economy Business Manager	Sustainable Economic Development
Develop and implement a package of improvements to enhance Sherwood Forest as a visitor destination.	Economic Growth and Visitor Economy Business Manager	Heritage, Culture and the Arts
Lead the delivery of the Newark Cultural Heart programme.	Economic Growth and Visitor Economy Business Manager	Heritage, Culture and the Arts
Respond to community requests to support any community-led days of action across the district, in conjunction with partners.	Environmental Services Business Manager	Public Protection and Community Relations
Implement a 'Shopfront Grant Scheme' as part of the Heritage Action Zone Programme.	Economic Growth and Visitor Economy Business Manager	Sustainable Economic Development

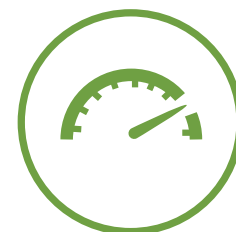




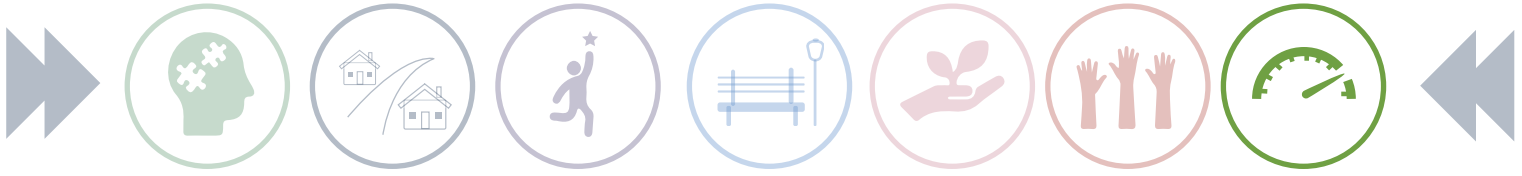
Conclude feasibility work in readiness for future funding opportunities for Ollerton Town Centre and Mansfield Road, Clipstone.	Economic Growth and Visitor Economy Business Manager Housing Strategy and Regeneration Business Manager	Sustainable Economic Development
Complete the development of 32 Stodman Street and explore further opportunities to revitalise town centres through residential development, including the 'Newark Town Centre Masterplan and Design Code'.	Economic Growth and Visitor Economy Business Manager Corporate Property Business Manager	Sustainable Economic Development
Actively promote the Councils role in supporting the Veteran community, both as an employer and within the community.	Transformation and Service Improvement Manager Housing Strategy and Regeneration Business Manager	Councillor Neil Ross
Explore options for implementing a youth Council and youth awards, as a way of recognising the contribution of young people throughout the district as positive role models, in a range of settings that include the arts, providing positive mentoring and inspiring success stories.	Elections & Democratic Services Business Manager	Public Protection and Community Relations
Champion and promote the arts, culture and heritage through the enjoyment of music and arts from different cultures, increasing a sense of belonging, shared experience and community pride.	Economic Growth and Visitor Economy Business Manager Heritage and Culture Business Manager	Heritage, Culture and the Arts
Explore opportunities for having themed music and art events that focus on individual communities that celebrate diversity in the district and mutual respect, through a celebration of the arts.	Economic Growth and Visitor Economy Business Manager	Heritage, Culture and the Arts
Examine further ways to take art and artefacts out into areas of the community that are not geographically close to our museum and heritage buildings.	Heritage and Culture Business Manager	Heritage, Culture and the Arts
Strive to ensure the composition of delivery boards for all major projects include as diverse a group as possible, leading to more inclusive decision making.	Economic Growth and Visitor Economy Business Manager	Heritage, Culture and the Arts Sustainable Economic Development
Work with partners to look at opportunities for music and the arts to provide therapy.	Housing Strategy and Regeneration Business Manager	Heritage, Culture and the Arts Health, Wellbeing and Leisure
Develop opportunities to maximise the visitor offer linked to Sherwood Forest.	Economic Growth and Visitor Economy Business Manager	Heritage, Culture and the Arts
Expand activities and events across the district to enable as many people as possible to benefit from the variety we offer, tying in ways to increase ease of access through joint promotion and offers, transport, food and facilities.	Economic Growth and Visitor Economy Business Manager	Heritage, Culture and the Arts



## OBJECTIVE 8: TO BE A TOP PERFORMING, MODERN AND ACCESSIBLE COUNCIL



Objective 8: To be a top performing, modern and accessible Council	Lead Director/Officer	Portfolio Holder
Commission a 'Corporate Peer Challenge' and develop an action plan arising from its findings.	Transformation and Service Improvement Manager	Strategy Performance and Finance
Develop a Parish Council conference.	Transformation and Service Improvement Manager	Public Protection and Community Relations
Maximise the benefits to Newark and Sherwood arising from the East Midlands Mayoral Combined Authority.	Chief Executive Officer	Strategy Performance and Finance
Explore opportunities with Nottinghamshire County Council and other Nottinghamshire District and Borough Councils for closer integration of services.	Chief Executive Officer	Strategy Performance and Finance
Through the Commercialisation Strategy and action plan, continue to seek out and generate new sources of income, whilst retaining our public service ethos.	Financial Services Business Manager	Strategy Performance and Finance
Finalise and implement the Communications Strategy.	Communications and Marketing Manager	Strategy Performance and Finance
Ensure the new Customer Experience Strategy is fully embedded in the operations and culture of the Council.	Customer Services Business Manager	Strategy Performance and Finance
Reinvigorate the Residents' Panel to ensure the panel is representative of the demographic profile to help drive service improvement across the Council.	Transformation and Service Improvement Manager	Strategy Performance and Finance
Expand the range and quality of services available online, whilst ensuring we are accessible to all with continued telephony and face to face options for all residents.	Customer Services Business Manager ICT & Digital Services Business Manager	Strategy Performance and Finance
Expand customer satisfaction measures, both internally and externally, through regular surveys and other means.	Customer Services Business Manager Transformation and Service Improvement Manager	Strategy Performance and Finance
Expand and refresh the wellbeing and engagement programme, including reinvigorating Councillor and officer wellbeing champions.	HR & Training Business Manager	Strategy Performance and Finance
Undertake a Staff Survey every 18 months and respond to the survey findings.	Transformation and Service Improvement Manager	Strategy Performance and Finance



Develop a package of measures to recruit and retain staff, including a review of the pay grading structure and the Council's job evaluation scheme.	HR & Training Business Manager	Strategy Performance and Finance
Plan and implement arrangements to respond to new regulatory inspections and requirements.	All Business Managers	Strategy Performance and Finance
Review the impact of the Community Hub, with findings being used to support improved access to services in targeted communities.	Housing Services Business Manager	Public Protection and Community Relations



# OUR PERFORMANCE

## Why does the Council measure performance?

Monitoring performance across the Council is key to understanding if we are delivering on the promises we have made and that we're meeting the needs of our residents.

Performance management is used as a tool to drive improvement rather than simply used as a counting device. We acknowledge the value of understanding our performance, as this knowledge allows us to embed and disseminate good practice and quality service delivery as well as identifying and tackling areas for improvement.

## How does the Council measure performance?

The Council's performance is measured in a variety of ways, to ensure that we understand if we're putting the right resource into delivering against the right priorities. This is done 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.



Some of the key methods we use to measure our performance are described below:

<b>What we do:</b>	<b>Listening to our residents</b>	<b>Key performance indicators (KPI's)</b>	<b>Community Plan performance reporting</b>	<b>Finance performance reporting</b>	<b>Governance</b>
<b>How often we do it:</b>	We do this by reviewing customer comments, feedback and complaints. We also undertake consultation and surveys.	These are set once every four years in line with the Community plan.	Quarterly reports are presented to committee and published online.	Quarterly reports are presented to committee and published online.	<p>Eight meetings of the Policy and Performance Improvement Committee (PPIC) are held each year.</p> <p>Quarterly meetings of Performance Cabinet held each year.</p>
<b>Why we do it:</b>	To capture district wide views of residents, using this feedback to allow us to drive service improvement and deliver services that meet the needs of residents.	KPI's are developed to enable performance to be measured and tracked. KPI's also enable the Council's performance to be benchmarked against national indicators.	We report on performance against the Community Plan as this provides visibility of performance against key activities. This enables us to disseminate good practice and quality service delivery as well as identifying and tackling areas for improvement.	We report on financial performance to consider the forecast/ actual outturn position for each financial year for the Council's General Fund and Housing Revenue Account revenue and capital budgets.	<p>The PPIC provide a 'scrutiny' function and has an integral role in improving the work of the Council through outcome focused challenge and development of strategies and policies.</p> <p>Performance Cabinet meetings are held in order for Cabinet to review the Council's performance and identify areas of high performance and areas where improvement is required.</p>
<b>How it relates to the Community Plan:</b>	Surveys such as the Resident Survey gather the views of residents which then informs the development of the Community Plan.	These are used to measure the success of the Community Plans aims.	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.	Resource is key to delivering on our Community Plan actions and commitments.	The role of PPIC is a 'critical friend' to Cabinet, both committees review the Councils performance against the Community Plan.

# HAVE YOUR SAY

## Resident Panel

The Resident Panel is a group of people from across the district who would like to share their views on the area they live in and help shape the future of Newark and Sherwood. The panel has been created because we wish to understand the views and experiences of residents of the district and use this understanding to ensure that our Council services are the best they can be.

Any resident of the district over the age of 18 can join the panel to have their say on the Council's services, plans, proposals and development of their local area.

If you are interested in being part of the panel you can sign up in the following ways:

Online: Join the Resident Panel ([newark-sherwooddc.gov.uk](http://newark-sherwooddc.gov.uk))

Email Customer Services: [customerservices@newarksherwooddc.gov.uk](mailto:customerservices@newarksherwooddc.gov.uk)

Call: 01636 650 000



## Local Influence Network

The Local Influence Network is a group of Council tenants who review and scrutinise the Council's delivery and performance in relation to housing. The Network are also involved in the Council's appeals process relating to housing complaints. We will work with you so you can improve your knowledge, learn new skills and meet new people.

If you are interested in being part of the Local Influence Network please contact our Customer Services team by email at [customerservices@newarksherwooddc.gov.uk](mailto:customerservices@newarksherwooddc.gov.uk) or by calling 01636 650 000.

[getinvolved@newark-sherwooddc.gov.uk](mailto:getinvolved@newark-sherwooddc.gov.uk).

## Consultations

We also regularly consult on Council services, plans and decisions. Visit our consultations page to have your say: [www.newark-sherwooddc.gov.uk/consultation](http://www.newark-sherwooddc.gov.uk/consultation).



## Contact Us

Our residents, tenants and businesses can contact us in a number of ways.

**Telephone:** 01636 650000

**Email:** [customerservices@newark-sherwooddc.gov.uk](mailto:customerservices@newark-sherwooddc.gov.uk)

**In person:** Castle House, Great North Road, Newark, Nottinghamshire NG24 1BY

The offices and telephone lines are open 9am to 5pm Monday to Friday. Most of our services are also available on our website.

**Social media:**



/NSDCouncil



@NSDCouncil



@NSDCouncil



@Newark and Sherwood District Council