

Community Plan

2019-2023 (Updated February 2019)

Newark and Sherwood District Council



**NEWARK &
SHERWOOD**
DISTRICT COUNCIL



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1. Introduction

Welcome to Newark and Sherwood's Community Plan covering the period 2019-2023. The plan sets out what the Council intends to achieve over the next four years to improve residents' quality of life and enable those who live, work and invest in Newark and Sherwood to prosper and fulfil their potential.

Our Community Plan is underpinned by feedback from those we serve and work alongside. Between October and December 2018, we carried out a major consultation exercise, receiving 11,224 responses from local residents in addition to feedback from parish councils, local businesses and other partners. We can be confident, therefore, that our focus is on the things that matter most to those who live and work in Newark and Sherwood.

It's also worth emphasising that our Community Plan is not something that Newark and Sherwood District Council can deliver on its own. Tackling crime, improving health and providing new homes and jobs are just some of the many examples where we rely on the excellent support from partners across the public, private and voluntary sectors. In addition, whilst our attention is on local priorities, it's also crucial that we network and influence on a much larger scale in order to generate the investment that we desperately need to provide major items of infra-structure such as the Southern Link Road and A46 northern by-pass.

Since 2010, our funding from national government has been reduced by 60%, equivalent to £6.198m as part of a wider programme to reduce the national debt. Rather than allowing this to limit our ambitions for the local community, we're becoming increasingly commercial to generate new income streams at the same time as retaining our public service ethos.

We hope that the Community Plan expresses our passion and enthusiasm to make a difference and gives you a useful insight into what we're striving to achieve and how we intend to go about that.



John Robinson
Chief Executive

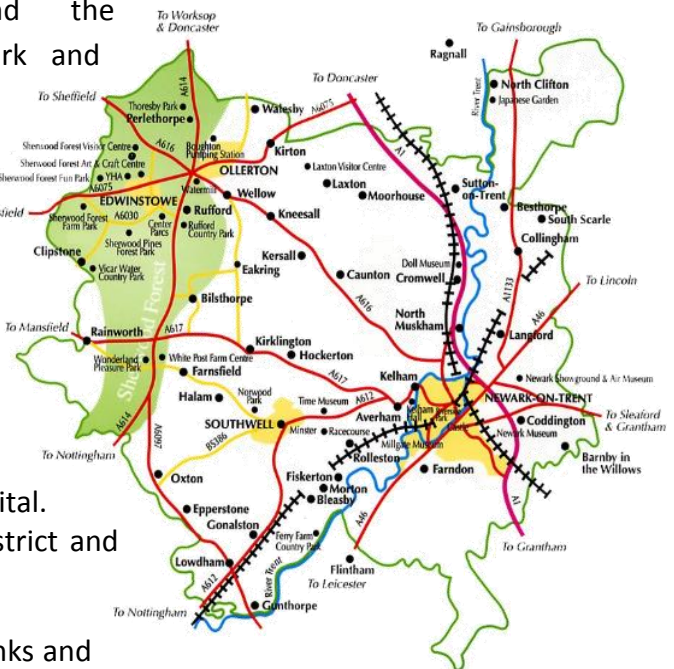


Councillor David Lloyd
Leader of the Council

2. About Newark and Sherwood

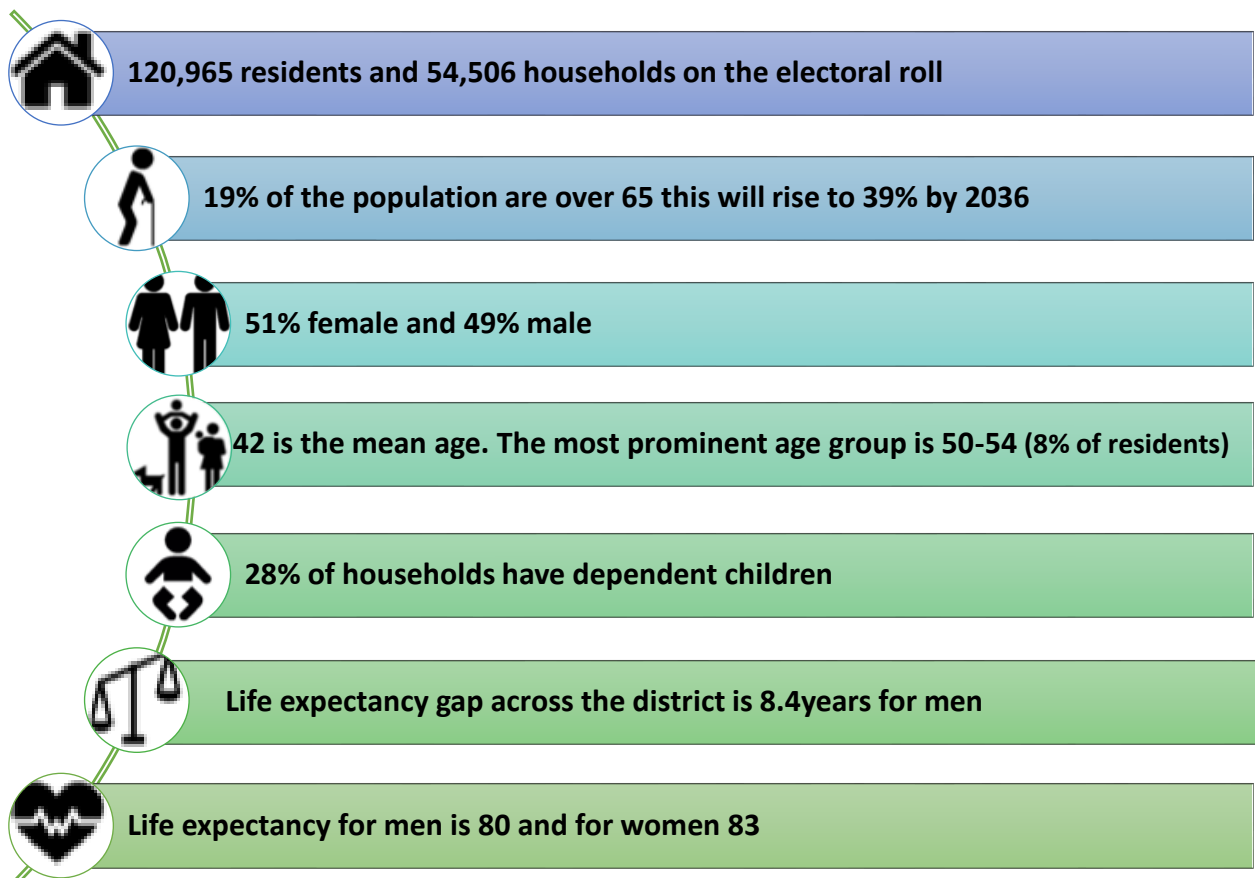
Home to the legendary Robin Hood and the ancient Sherwood Forest the district of Newark and Sherwood is rich in history and community. Vibrant market towns, former mining areas and dozens of picturesque villages all have their unique stories to tell.

The cities of Nottingham (to the West) and Lincoln (to the East) are within half an hour's travel. The A1 national highway runs through the district and there is an East Coast Main Line railway station at Newark, with regular trains to London taking just over an hour to reach the capital. The neighbouring areas of Yorkshire, the Peak District and the east coast resorts are also easily accessible.



With low cost housing, excellent communication links and an enviable range of local attractions including a castle, theatre, Sherwood Forest and the national Civil War Centre, Newark and Sherwood is a popular place to live and invest in and a perfect base for exploring more of the Heart of England.

Newark and Sherwood at a Glance



3. About Newark and Sherwood District Council

Newark and Sherwood District Council serves 120,965 people, covering over 65,134 hectares of land, which contains 84 civil parishes and 21 wards. 39 elected members represent the District and work in collaboration with 435 employees to high quality services to residents.

4. Our Purpose - What we're here for

Newark and Sherwood already has much to be proud of. A captivating history, beautiful countryside, characterful market towns, world renowned businesses and an enviable location at the crossroads of the country's transportation network. We want to do all that we can to enable local residents and businesses to flourish and fulfil their potential as well as encouraging more visitors to enjoy all that Newark and Sherwood has to offer. In order to achieve these, we will be locally focused and nationally connected – driven by what matters most to the people we serve and with a perspective and relationships stretching well beyond our boundaries.

5. Our Values - What we stand for and how we conduct our business

We want to serve our local community 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. As part of the community plan re-fresh we have revisited the Council's Purpose and Values to make it clear what we are here to do and how we will go about it.

'Serving People, Improving Lives'

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

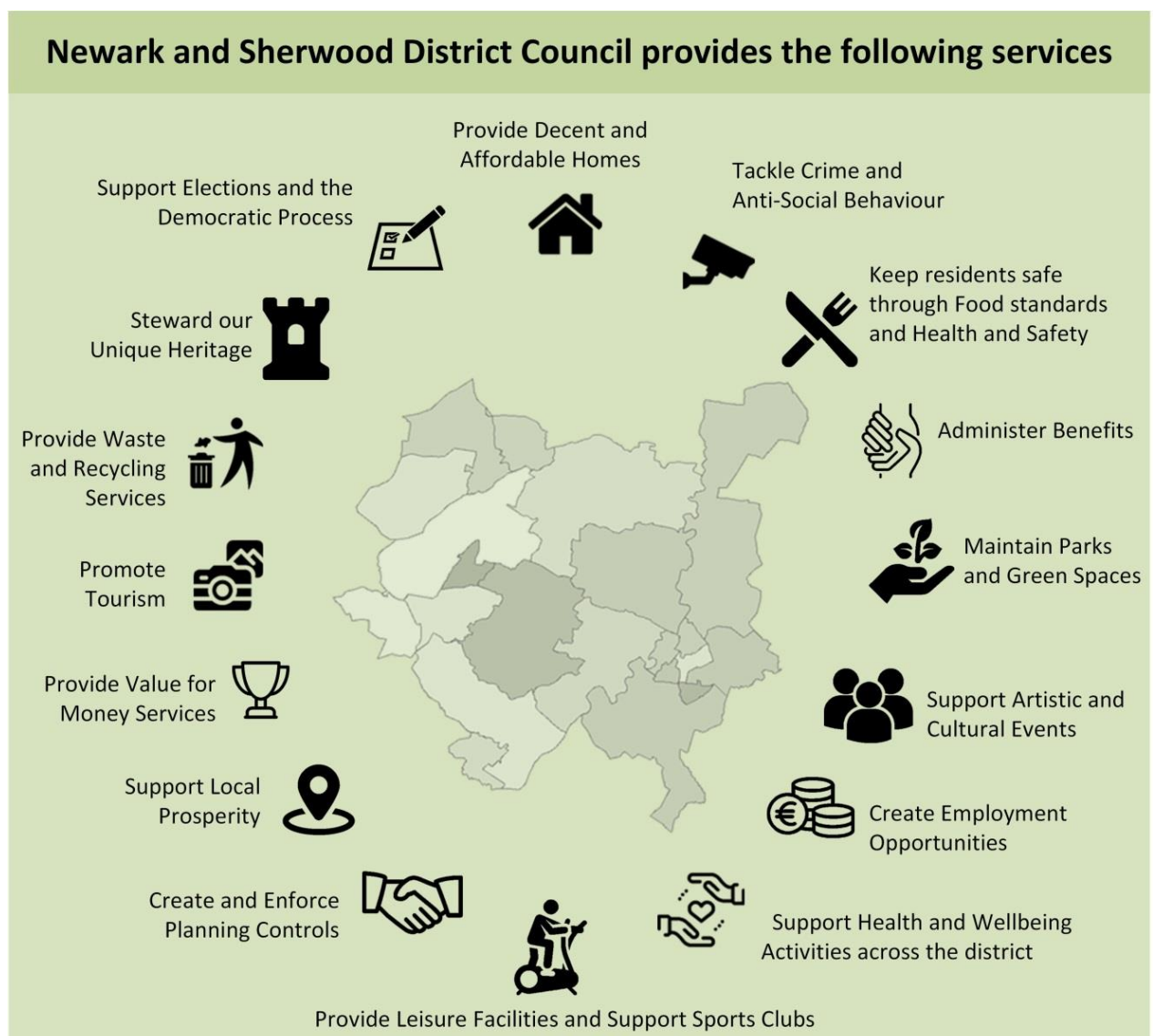
Consistently delivering on promises; providing good quality and demonstrating integrity.

Welcoming and responsive

Approachable, open to feedback and challenge and swift to act.

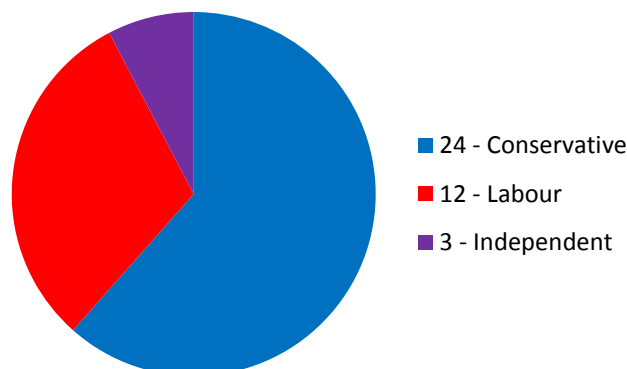
6. Our Services

Newark and Sherwood District Council provides a range of services as highlighted in the image below. Some of these services are universal, for the benefit of everyone and are highly visible. Examples include refuse collection, street cleaning and parks and playgrounds. Other services we provide are more targeted, for the benefit of specific individuals or groups of individuals. Examples include providing temporary accommodation for people who are homeless and housing adaptations for people with disabilities. It is also important to emphasise that the services we directly provide are just one aspect of our role. Very often, we work in partnership with others to commission and influence services that benefit local people and local businesses.



7. Our Organisation

Residents of Newark and Sherwood are represented by 39 elected members. At the time of preparing this plan, the political composition of the Council is as follows:



Councillors are responsible for making decisions on behalf of the local community about a wide range of local services. The work of a Councillor includes helping and supporting individuals and local organisations, campaigning on local issues, representing the interests of Newark and Sherwood at a County, Regional and National level. Councillors appoint a Leader and Deputy Leader to provide political leadership and direction for the Council as a whole. Significant decisions are taken by a number of Committees, for example, dealing with planning, housing or environmental matters. Each year, Councillors also appoint a Chairman to undertake civic responsibilities on behalf of the whole Council.

Find out more about our Councillors here:

www.democracy.newark-sherwooddc.gov.uk/mgMemberIndex

Find the Member representative for each ward here:

www.newark-sherwooddc.gov.uk/Councillors/Councillorsbyward

The Council employs 435 members of staff divided into four areas as shown below.

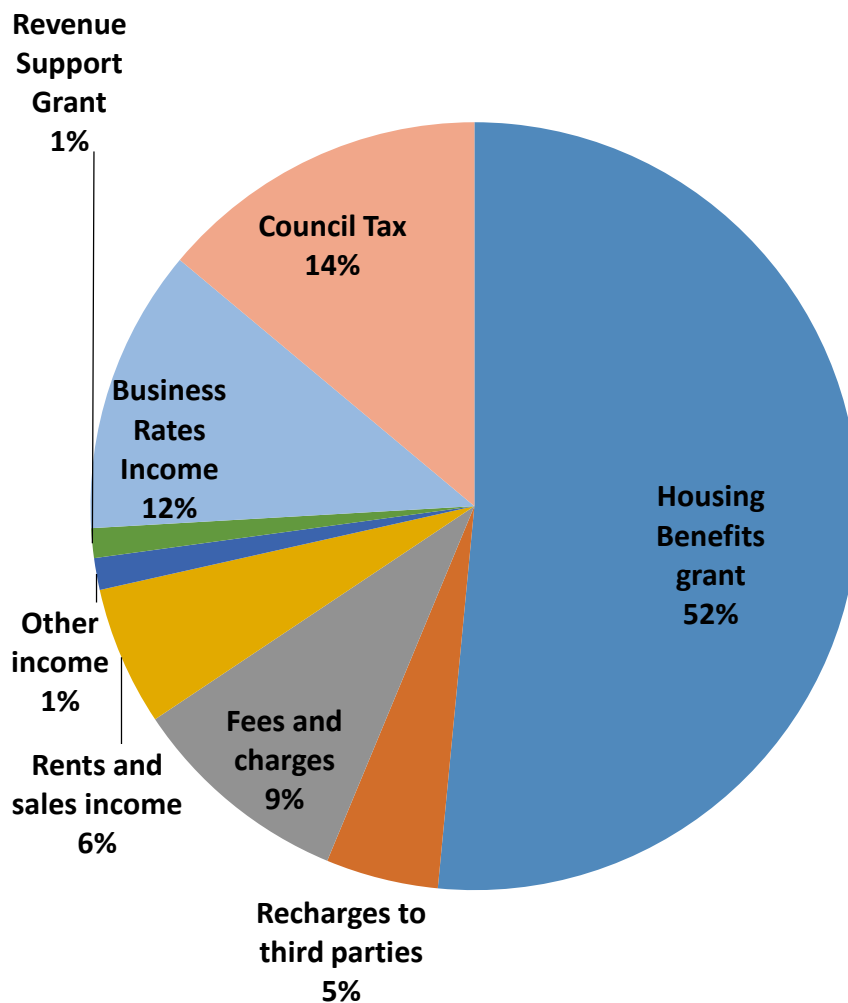


7. Our Funding

Over the past decade, the amount of funding available to Newark and Sherwood District Council has reduced significantly. Central Government funding for Newark and Sherwood District Council has reduced from £7.5 million in 2014/15 to £4.1 in 2018/19 representing a 45% reduction in core funding.

Therefore, in order to continue to deliver high quality services, the Council has re-organised its operations in order to reduce expenditure and increase its income. Further details of our plans to generate additional income can be found in the [Commercial Strategy](#) and [Investment Plan](#). Further information on service expenditure can be found in Newark and Sherwood District Council's annual [Statement of Accounts](#).

The diagram below provides a breakdown of how Newark and Sherwood District Council activities were funded for 2018/19.



9. Our Objectives 2019-2023



Improve the cleanliness and appearance of the local environment



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



Improve transport infrastructure to reduce congestion and facilitate growth



Accelerate the supply of new homes including associated facilities



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Increase visits to the District and the use of visitor attractions by local residents



Protect, promote and enhance the district's natural environment



Enhance and sustain Town centres



Reduce levels of deprivation in target areas and remove barriers to social mobility across the district



Improve the health and wellbeing of local residents, with a particular focus on narrowing the gap in healthy life expectancy and other health outcomes



Increase participation with the Council and within local communities



Generate more income, improve value for money and increase residents' satisfaction with the Council



Improve the cleanliness and appearance of the local environment

What do we want to achieve?

In mid-2018 we launched our Cleaner, Safer, Greener campaign. We are keen to build on its success and create cleaner, safer and greener places for our communities to live in. This is in-keeping with the views of our residents with 51% of the respondents in the resident survey selecting “keeping the streets and public areas clean and tidy” as one of the most important services to them with 41% of respondents stating that it is an area in need of improvement. Over the period of the plan we will focus our efforts on reducing the amount of littering, fly tipping, graffiti and dog fouling in the District. We aim to do this by working with schools, businesses, and residents through a combination of support, education and enforcement activities.

We will do this by:

Reducing littering, fly-tipping, graffiti and dog fouling, through a programme of education aimed at changing behaviours to include:

- Running targeted campaigns to reduce incidences of littering, fly tipping, graffiti, and dog fouling; the recent launch of PAWS which promotes responsible dog ownership is an example of such a campaign;
- Designing/delivering a school engagement programme, targeted at areas where there are high incidences of litter and tailored according to the ages of the children e.g. focus on education for younger children and deterrence for older children;
- Increasing awareness and take up of the bulky waste collection service offered by the Council.

Increasing the number/profile of enforcement actions by:

- Maximising communications around high level enforcement actions undertaken by the Council;
- Increasing the number of Fixed Penalty Notices (FPNs) issued;
- Increasing public awareness of the consequences of fly tipping;

Supporting communities to build civic pride and facilitating activities to enable communities to improve their local areas by:

- Developing a network of volunteers;
- Facilitating community litter picks.

Working with, and influencing, organisations and businesses to promote change including:

- Considering how to reduce litter from takeaway establishments;
- Responding to the National Waste Strategy;
- Working with partners to tackle nuisance neighbourhood offences;
- Lobbying Nottinghamshire County Council regarding access to recycling centres and the reduction of fly tipping;
- Engaging with social media providers to increase awareness of the issue of littering, fly tipping, graffiti and dog fouling.

Targeting heavily littered areas including:

- Trunk roads on the A1, A46 and A617 (subject to funding);
- Litter ‘hot spots’ across the district.

Taking steps to address all forms of street clutter including:

- Defining what we mean by street clutter, conducting an audit of street clutter across the district and developing/implementing an action plan to address.

Reviewing/allocating resources to continue to deliver against the Cleaner, Safer, Green (CSG) agenda as part of normal day to day operations:

- Re-allocating resources to increase capacity around street cleansing.

Performance Measures and Targets

These are the key things that we will measure our performance against:

| Performance Measure | Frequency | Manager Responsible |
|---|-----------|---|
| Percentage of failing sites - street and environmental cleanliness – litter and detritus. | Quarterly | Waste & Transport |
| Percentage of respondents to the resident survey satisfied or very satisfied with the cleanliness of their local area | Annually | HR & Organisational Development |
| Total number of FPNs and CPNs issued for environmental offences | Quarterly | Public Protection |
| Number of community activities facilitated by NSDC aimed at improving local areas | Quarterly | Waste & Transport/ Public Protection |
| Average no. of days taken to respond to fly tipping requests | Quarterly | Waste & Transport |
| Average no. of days taken to respond to graffiti requests | Quarterly | Waste & Transport |



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

What do we want to achieve?

As a Council we recognise the importance of providing our residents with a safe place to live. To achieve this we will work with partner organisations to help reduce the incidences of crime and anti-social behaviour (ASB) by gathering and using intelligence more effectively to ensure a more consistent and coherent approach when responding to unlawful behaviour. We will also seek to implement a programme of diversionary activities to help improve behaviour to reduce incidences of ASB generally. During the period of the plan we also hope to reduce the fear of crime within our communities by increasing the visible presence of uniformed officers and maximising the use of CCTV. Feedback from the 2018 Resident Survey shows that 79% of residents feel safe during the day. This falls at night with only 41% of residents feeling safe in their local area after dark. This is 35% lower than the national average highlighting this is a key area for improvement. At the end of the period of this plan we hope to have improved feelings of safety across our communities.

We will do this by:

Increasing visible presence of uniformed officers

Improving intelligence gathering regarding crime and Anti-Social Behaviour (ASB) by:

- Encouraging the reporting of ASB and low level crime;
- Increasing visibility of officers on the street to promote 'ad hoc' reporting of crime and ASB;
- Publicising outcomes of formal actions taken against individuals who are responsible for large amounts of ASB;
- Engaging with community groups to improve intelligence gathering.

Maximising the use and coverage of Close Circuit Television (CCTV) to increase feelings of safety through:

- Overlaying crime and ASB hotspots with CCTV coverage;
- Investigating the use of mobile, re-deployable and covert cameras to target hotspots – e.g. the use of waste vehicle dash-cams to capture ASB and environmental offences such as fly tipping;
- Investing in new technology to improve camera images and coverage as well as increasing accessibility to images captured to support enforcement actions by the Council, the police and other relevant agencies.

Implementing a programme of diversionary activities to support individuals and communities in order to improve behaviours by:

- Working with the community using the Ollerton Community Alcohol Partnership and considering potential to roll out across other areas within the district;
- Working with arts and community arts projects/ programmes.

Positively engaging with the Gypsy and Traveller community to address public perceptions that firmer and more consistent enforcement action is required by:

- Working with the Police to tackle the minority of people and groups who cause disruption and/or reputational damage within the Gypsy and Traveller Community;
- Working with partners and the Gypsy and Traveller community to improve access to services and levels of take-up;
- Adopting and implementing a consistent and robust approach to unauthorised Gypsy and Traveller encampments.

Performance Measures and Targets

These are the key things that we will measure our performance against:

| Performance Measure | Frequency | Manager Responsible |
|--|-----------|---------------------------------|
| Number of 'proactive joint Police activities' including joint visits, nights of action and joint actions | Quarterly | Public Protection |
| Percentage of residents surveyed who feel safe or very safe in their local area (by day) | Annually | HR & Organisational Development |
| Percentage of residents surveyed who feel safe or very safe in their local area (by night) | Annually | HR & Organisational Development |
| Percentage reduction in all crime - Newark and Sherwood | Quarterly | Public Protection |
| Percentage reduction in recorded ASB – Newark and Sherwood | Quarterly | Public Protection |
| Percentage of CCTV recorded incidents that are proactively generated | Quarterly | Public Protection |



Improve transport infrastructure to reduce congestion and facilitate growth

What do we want to achieve?

Over the plan period we will work with partners and other agencies to ensure that the district's interests continue to be represented by lobbying for improvements to transport infrastructure to reduce congestion, ensure that our communities are better connected, and enable housing and employment growth. We will also seek to improve public transport provision within and across the district in-line with resident feedback.

We will do this by:

- Promoting, facilitating and delivering where appropriate key infrastructure that the market is unable to deliver alone;
- Be proactive in pressing to secure funding to deliver the Newark Northern A46 Bypass as part of the national roads improvement programme through lobbying, working with partners, and technical liaison with delivery and funding partners;
- Closing the funding gap to enable delivery of the Newark Southern Link Road (SLR);
- Funding, designing and building an upgraded A1 Overbridge at Fernwood to mitigate identified highway impacts from the developments to the south of Newark;
- Assisting Nottinghamshire County Council in identifying and securing private sector match funding to improve Ollerton Roundabout alongside the Non-Strategic Roads Network (NSRN) public grant funding;
- Lobbying, influencing and securing Rail Franchise discussions with Network Rail and other operators to improve public transport provision.

Performance Measures and Targets

These are the key things that we will measure our performance against:

| Performance Measure | Frequency | Manager Responsible |
|---|-----------|---------------------|
| % Progress on Newark Southern Link Road | Annual | Planning Policy |



Accelerate the supply of new homes including associated facilities (playing pitches, health, schools, community centres etc.)

What do we want to achieve?

The lack of housing is a national and local issue. This view is also shared by residents within our communities who consider that this is something that the Council should seek to influence. By working with developers, partner organisations and individuals we hope to unlock key development sites to facilitate the delivery of a range of mixed tenure homes across the district. We will also work directly with individuals to ensure that planning decisions are made in a timely and effective manner.

We will do this by:

Providing a responsive and proactive Planning service by:

- Completing the Development Plan Review;
- Maintaining an up to date evidence base of housing need (including employment context) to inform Planning decisions;
- Providing timely, clear and professional planning advice and decisions;
- Identifying sites for Gypsy and Traveller provision.
- Exploring ways to enable delivery of stalled sites;
- Enabling partnerships in order to develop sites.

Direct delivery of homes:

- Our Housing Revenue Account will deliver 335 homes by 2021/22;
- The Council's development company Arkwood Developments Ltd will deliver 300 homes by 2026/27 (mix and intent);
- Bringing forward land for development on Bowbridge Road;
- Progressing implementation of Yorke Drive regeneration scheme;
- Progressing Lowfield Lane new housing development;
- Delivery of new homes in Ollerton & Boughton.

Working with others to unlock key sites for next 25 years:

- Land South of Newark (3150 homes) (LDF - NAP2A)
 - Working with developers and partner agencies to allow the remainder of the Southern Link Road (SLR) to be delivered, in full or part (refer to objective 3.3);
- Land East of Newark (1000 homes) (LDF - NAP2B)
 - Utilising the sale of the Council's land ownership and access rights to unlock development with appropriate developer(s);
 - Working with multiple landowners, developers, and infrastructure providers to work collaboratively and/or ensure that land is released in a phased manner to allow housing delivery;
- Land around Fernwood (3500 homes) (LDF - NAP2C)
 - Working with landowners and developers to allow a start on site;
 - Working to ensure A1 overbridge is delivered (refer to objective 3.4);

- Ensuring that timings and sequencing of implementation of housing sites and highway works are co-ordinated in a manner so as not to prejudice housing delivery;
 - Working with developers and partners to secure and delivery at the appropriate time sufficient land for primary school provision for all of Fernwood;
 - Providing timely, responsive, and robust planning advice for each phase of the developments in order to ensure that appropriate housing delivery is escalated.
- Former Thoresby Colliery (800 homes) (LDF – ShAP4)
 - Working with NCC to ensure that Government Grant Funding is secured and utilised to deliver Ollerton Roundabout (refer to objective 3.5);
 - Working with NCC to secure necessary match funding to accompany Government Grant including the use of S106 developer contributions;
 - Providing timely, responsive, and robust planning advice for each phase of the developments in order to ensure that appropriate housing delivery is escalated.

Performance Measures and Targets

These are the key things that we will measure our performance against:

| Performance Measure | Frequency | Manager Responsible |
|---|-----------|--|
| No. of years supply of available housing land | Annual | Planning Policy |
| Number of Affordable Dwellings Completed/Occupied using Planning Policy Criteria | Annual | Planning Policy/ Housing Strategy & Development |
| Net number of dwellings completed | Annual | Planning Policy/ Housing Strategy & Development |
| Number of dwellings committed or under construction | Annual | Planning Policy/ Housing Strategy & Development |
| Progress on Planning Policy NAP2A - Land South of Newark (as defined in the Development Plan Monitoring Report) | Annual | Planning Policy |
| Progress on Planning Policy NAP2B - Land East of Newark (as defined in the Development Plan Monitoring Report) | Annual | Planning Policy |
| Progress on Planning Policy NAP2C -Land around Fernwood (as defined in the Development Plan Monitoring Report) | Annual | Planning Policy |
| Progress on Planning Policy ShAP2 - Former Thoresby Colliery (as defined in the Development Plan Monitoring Report) | Annual | Planning Policy |



Increase visits to Newark and Sherwood and the use of visitor attractions by local residents

What do we want to achieve?

We are proud of our heritage and want to celebrate what we have to offer by increasing awareness and use of our many attractions across the district both by residents and visitors. By providing a joined up offer and improving our brand identity we hope to increase usage and overall satisfaction.

We will do this by:

Developing and implementing a Destination Marketing Strategy and associated Place Marketing Plans.

Developing and promoting a clear tourism brand within the district and across Newark, Southwell and Sherwood Forest.

Reviewing the quality and suitability of visitor attractions to broaden the appeal to a wider range of audiences.

Encouraging local people to engage with visitor attractions across the district by:

- Exploring options to introduce a resident incentive scheme;
- Reviewing the pricing policy for attractions;
- Increasing engagement with schools.

Castle Gatehouse Project and co-ordinating the offer in the town (e.g. Project Newark/ Project Sherwood):

- Feasibility;
- Implementation;

Working with partners to develop and enhance the visitor offer at Sherwood Forest and surrounding Sherwood attractions.

Performance Measures and Targets

These are the key things that we will measure our performance against:

| Performance Measure | Frequency | Manager Responsible |
|---|------------|---------------------------------------|
| Total annual visitor numbers to the district (all visitor types) | Annual | Tourism |
| Total annual visitor days to the district | Annual | Tourism |
| Total footfall for NSDC controlled visitor attractions | Quarterly | Heritage, Culture & Visitors |
| Value of economic impact of the district's visitor economy | Annual | Tourism |
| Percentage of visitors to the district who rated their experience as 8/10 or above | Two yearly | Tourism |
| No. of Village Ventures attendees at community venues | Annual | Housing, Health & Community Relations |
| Percentage of residents surveyed satisfied or very satisfied with the cultural and arts offer in the district | Annual | HR & Organisational Development |



Protect, promote and enhance the district's natural environment

What do we want to achieve?

As a Council we are keen to enhance the district's natural environment and what we have to offer including improvements to our parks and green spaces as well as seeking to make some of our more urban areas more green. In addition we want to improve what we do from a sustainability perspective to enhance and protect our environment.

We will do this by:

Facilitating sustainable access to key heritage sites and engagement with the natural environment:

- Expansion of Walking and Cycling Routes – Sustrans etc;
- Improvements to Sherwood Forest Arts and Crafts centre which complement the offer from the new Sherwood Forest Visitor Centre.

Working with key stakeholders to protect and enhance the natural environment to:

- Update the Green Spaces Strategy;
- Implement the Minor to Major landscape partnership scheme (5 year scheme);
- Increase the number of local wildlife sites;
- Maximise the number of sites under environmental stewardship schemes.

Developing a Green/Sustainability Strategy to:

- Pilot schemes prior to developing set up of an energy company;
- Explore options for setting up a Newark and Sherwood energy company;
- Develop strategy to ensure current practice of increasing efficiency of the Council's existing and new assets through use of more sustainable construction and repairs to ensure good practice is embedded;
- Adopt a Sustainable Design Supplementary Planning Document;
- Adopt an Air Quality Supplementary Planning Document.

Developing parks to include:

- Increasing the number of green flag parks in the district;
- Implementing improvements at both Vicar Water and Sconce and Devon Park subject to funding;

Greening the District by:

- Working with and supporting Town and Parish Councils to compete for East Midlands in Bloom awards;
- Encouraging tree planting in the District by developing a 'free tree' scheme (subject to funding) and maximising opportunities for free trees from the Woodland Trust, Greenwood, etc;
- Identifying opportunities for greening urban areas.

Performance Measures and Targets

These are the key things that we will measure our performance against:

| Performance Measure | Frequency | Manager Responsible |
|--|-----------|---------------------|
| No. of green flag and green pennant awards in the district | Annual | Parks & Open Spaces |
| No. of local wildlife sites | Annual | Parks & Open Spaces |
| No. of sites under environmental stewardship schemes | Annual | Parks & Open Spaces |
| No. of formally designated local nature reserves | Annual | Parks & Open Spaces |



Enhance and Sustain Town Centres

What do we want to achieve?

Over the plan period we want to bring about transformational change that increases overall usage of the town centre and strengthens its reputation and long-term viability.

We will we do this by:

Creating a new strategic vision/plan for the town that takes account of the current and future needs/preferences of residents, visitors and local businesses:

- Undertake audit to establish potential for alternative land uses in town centres measuring town centre footfall.

Regenerating key sites and others identified in the Conservation Area Management Plan, including:

- Reuse of the Corn Exchange and Buttermarket;
- Facilitating delivery of the former Robin Hood Hotel site to create a Travelodge and retail units;

Bringing back into use or finding alternative uses for vacant units (e.g. increased residential).

Improving the connectivity to and within Newark Town Centre by

- Continuing to press for appropriate development of the former county depot.

Improving the night time economy and overnight accommodation within the Town Centre.

Working with the Town Council to enhance the offer of Newark Market Place to extend public use.

Reviewing funding support for the Town Centre following changes in business rate allocation.

Bidding for the national High Streets funding.

Performance Measures and Targets

These are the key things that we will measure our performance against:

| Performance Measure | Frequency | Manager Responsible |
|---|-----------|-------------------------|
| % of Newark Town Centre retail units which are vacant | Annual | Town Centre Development |
| Number of vacant premises and sites brought back into use | Annual | Town Centre Development |
| No. of events appearing in the Newark What's On guide | Annual | Town Centre Development |



Reduce levels of deprivation in target areas and remove barriers to social mobility across the district

What do we want to achieve?

Many parts of Newark and Sherwood are prosperous yet there are pockets of severe deprivation that make it more difficult for some residents to achieve their potential. Over the plan period the Council will work closely with our most vulnerable residents, to ensure that they are given access to key services and/or are empowered to deliver relevant services within their own communities. We will adopt a targeted approach in those areas that face the highest levels of deprivation with the intent of raising aspirations and improving social mobility.

We will we do this by:

Efficient and timely delivery of statutory services that provide an immediate 'safety net' for vulnerable residents by:

- Co-ordinating resources to ensure efficient roll out of Universal Credit and mitigate identified issues as they arise;
- Continuing to support customers to maximise benefit entitlement and reduce hardship, working collaboratively with the third sector partners (Housing and Council Tax benefit);
- Developing and delivering the Council's Homelessness Prevention Strategy and Action Plan 2019-2023 through the joint Homelessness Interagency Forum;
- Developing an initiative to enhance relationships with private sector landlords to specifically reduce evictions and prevent homelessness, such as the 'Call Before you Serve' initiative;
- Ensure the Council provides fit for purpose and cost effective temporary accommodation solutions, making best use of Council assets and strategic sites;
- Develop initiatives collaboratively with County District/Borough colleagues and partners to deliver the Government's Rough Sleeper Strategy ambition, bidding for additional resource through the various funding streams announced;
- Monitoring and reviewing the Housing Allocation Scheme to ensure it's fit for purpose and meets local housing need;

- Developing and implementing a local offer for care leavers (a bespoke offer which can include accommodation, health and wellbeing, education and training, employment and skills, relationships and participation in society);

Develop insight into the barriers our residents face in the areas of highest deprivation and those dependent on public services within the district, and use this information to deliver targeted interventions through:

- Well researched and well utilised Neighbourhood Studies;
- Continuously reviewing data and statistics and using these insights to target resources through the use of Council strategies and action plans which include a newly resourced community engagement and development strategy.

Continuously review and develop our network of partnerships to allow us to work with partners (including third sector and community based) in a more focused and effective way by:

- Reviewing and developing the Council's Volunteering Policy, to recognise the role of volunteering and appropriate use of such valuable local assets;
- Developing a programme of support and resource to improve the capability, capacity and sustainability of the voluntary and community sector.

Work with partners to tackle social mobility by creating strategic cross-sector connections to improve aspirations and youth engagement through the delivery of the Council's Social Mobility Action plan including:

- Targeted work with key partners, such as YMCA to engage with children and young people to break the generational cycle of poor aspirations, supporting the implementation of their Developmental Asset Framework;
- Targeted actions around youth unemployment.

Performance Measures and Targets

These are the key things that we will measure our performance against:

| Performance Measure | Frequency | Manager Responsible |
|--|-----------------------------------|---------------------------------------|
| No. of Indices of Multiple Deprivation LSOAs in Newark and Sherwood falling into the top 10% most deprived | Most recent (approx. four yearly) | Housing, Health & Community Relations |
| No. children in low income families aged under 16 | Annual | Housing, Health & Community Relations |
| No. of jobs created involving direct intervention from NSDC | Quarterly | Planning Policy |
| No. of people returning to work or training through the Ollerton Outreach Service | Quarterly | Planning Policy |
| No. of talks to schools on employment opportunities | Quarterly | Planning Policy |
| % of work experience placements offered by Newark and Sherwood District Council in response to requests received. | 6 monthly | HR and Organisational Development |
| No. of wards with unemployment rate exceeding 2% | Quarterly | Planning Policy |
| No. of community groups supported by CVS and NSDC | Quarterly | Housing, Health & Community Relations |
| Number of vulnerable people supported through the council's discretionary grants programme to third sector organisations | Annual | Housing, Health & Community Relations |



Improve the health and wellbeing of local residents, with a particular focus on narrowing the gap in healthy life expectancy and other health outcomes

What do we want to achieve?

Through our work with partners we are aware that there are a range of health inequalities across the district. Over the period of the plan we will work with partners to ensure that interventions are targeted to secure improved health outcomes for residents within our district. At the same time we will focus on increasing the number of residents who are classified as physically active by working directly with residents and community groups. By the end of the plan period we aim to ensure that all of our residents live in warm, decent and affordable homes.

We will do this by:

In our role as a 'leader of place' Newark and Sherwood District Council will exert influence through lobbying and partnership working to improve health outcomes for its residents by (Year 1):

- Developing a Newark and Sherwood Health and Wellbeing Partnership to identify priorities and jointly deliver targeted initiatives through an agreed action plan;
- Actively engaging and promoting the District's role and priorities in the transformation of health and social care within Nottinghamshire via the emerging Integrated Care System and Commissioning Groups (such as the Mid Notts Alliance programme and Public Health Strategic Advisory Group) to influence the targeting of resources to deliver improved health outcomes in the district;
- Challenging Sherwood Forest Health Trust (SFHT), Clinical Commissioning Group (CCG) and GP Leads regarding the provision and timely access to acute/primary care;
- Exploring opportunities around the health and social benefits linked to social prescribing.

Setting strategic direction for ourselves and our wholly owned companies to ensure health improvements are an important element of service delivery by giving focused direction and development in client / contract management of Active for Today and Newark and Sherwood Homes.

Providing a new modular swimming pool at the Dukeries Leisure Centre

Supporting the provision of an extension to Southwell Leisure Centre, subject to a satisfactory business case

Developing strategies and plans to make best use of community/open spaces/recreational and leisure facilities as set out in the Council's Playing Pitch Strategy, Facilities Plan and Physical Activity and Sport Plan to improve health and wider social outcomes.

Recognising that housing is a determinant of health and wellbeing Newark and Sherwood District Council will seek to improve health outcomes and quality of life through its housing services and home improvement initiatives by (Year 1):

- Administering and targeting the Council's Better Care Fund allocation to ensure appropriate use of funding through a range of targeted initiatives to achieve improved health outcomes and enable independent living for longer. This includes Disabled Facilities Grants, Handy Persons Adaptations Scheme, Warm Homes on Prescription and Lifetime Homes;
- Ensuring that homes in the district meet housing standards, e.g. Houses in Multiple Occupation, Selective Licencing;

- Contributing to the development and delivery of the county-wide 'Housing and Health Delivery Plan' and the Housing and Environment work-stream in the Integrated Care System (ICS). Supporting delivery of the Older Persons' Housing with Care Strategy for Nottinghamshire: 2018 – 2025

Performance Measures and Targets

These are the key things that we will measure our performance against:

| Performance Measure | Frequency | Manager Responsible |
|--|-------------|---------------------------------------|
| No. of user visits to leisure centres | Quarterly | Housing, Health & Community Relations |
| Proportion (%) of households fuel poor in the district | Annual | Housing, Health & Community Relations |
| % of children (aged 10-11) who are obese in identified priority areas | Annual (Q2) | Housing, Health & Community Relations |
| % of adults (aged 18+) classified as of excess weight in identified priority areas | Annual (Q2) | Housing, Health & Community Relations |
| % of physically inactive adults in identified priority areas | Annual (Q2) | Housing, Health & Community Relations |



Increase participation with the Council and within local communities

What do we want to achieve?

We want the district to be a place where people are proud to live and feel that they belong. We are keen to engage with residents/community groups in as many ways as possible to ensure that they have a voice in the way that we deliver our services and build communities in which people prosper and support one another.

We will we do this by:

Promoting good citizenship/engagement in civic life by:

- Webcasting appropriate Council and Committee meetings;
- Providing continued support to the Parish Conference;
- Exploring the feasibility of establishing a Youth Council;
- Communicating decisions via social media.

Consulting and engaging with residents and key stakeholders by:

- Establishing a resident panel to obtain regular feedback;
- Conducting consultations using a range of media;
- Communicating with residents using a range of media;
- Introducing webchat for customer services;
- Sharing good contacts within the Council to enable wide ranging engagement.

Engaging resident's to support the delivery of Council /community initiatives by:

- Setting up and administering a community initiative fund;

- Establishment of a Community Lottery Fund.

Lead/facilitate the development of an improved public service in Sherwood to involve as many public sector partners as possible.

Performance Measures and Targets

These are the key things that we will measure our performance against:

| Performance Measure | Frequency | Manager Responsible |
|--|-----------|---|
| Number of external hits on the committee section of the Council website | Quarterly | ICT |
| No. of groups supported through the open grants scheme and Active4Today sports grants | Quarterly | Housing, Health & Community Relations |
| Number of residents and key stakeholders engaging in consultation with the council | Annual | HR & Organisational Development Customer Services & Communications |
| No. of online customer contacts & transactions | Quarterly | ICT |
| No. of face to face and telephone enquiries | Quarterly | ICT Customer Services & Communications |
| % of website availability | Quarterly | ICT |
| No. of new volunteers supported by NSDC in line with the council's volunteering policy | Annual | Housing, Health & Community Relations |
| No. of new volunteers supported by CVS initiatives | Annual | Housing, Health & Community Relations |



Generate more income, improve value for money and increase residents' satisfaction with the Council

What do we want to achieve?

As a Council it is really important to us that residents are satisfied with the services that we provide. During the period of the plan we will continue to maintain, and where possible, improve service delivery standards by working with partners and/or re-allocating resources to deliver improved performance in line with resident feedback. We will engage with members of our community to implement improved self-service arrangements through digital access so that we can focus on supporting the most vulnerable in our community. At the same time we will adopt a more commercial approach, developing innovative ways to use our resources to ensure that we continue to deliver value for money.

We will do this by:

Maximising use of technology by:

- Continuing to support digitalisation for Councillors;
- Continuing to support and develop digitalisation for residents interactions with the Council;
- Improving technology internally.

Undertaking a review and implementation of preferred option into the most cost effective and appropriate way to deliver management of the Council's housing stock.

Communicating with residents to celebrate the Council's successes by:

- Carrying out a review of the Communications Strategy to develop a more pro-active approach to celebrate success;
- Carrying out an annual resident survey and a full repeat Resident Survey via Survey Monkey with paper copies available if requested and a full paper/on-line survey every four years;
- Communicate how the district Council has spent allocation of Council Tax to deliver its priorities;
- Producing an annual update on how the Council is performing against its objectives.

Using the data that we already collect to better understand our customers and shape service delivery by:

- Analysing the demand from our customer enquiries/ service requests;
- Using feedback from consultations (as outlined above).

Flexible allocation of resources to meet Council objectives by:

- Undertaking regular reviews to ensure that resources are appropriately allocated to the Council's priorities and objectives, taking steps in year to realign where necessary.

Performance Measures and Targets

These are the key things that we will measure our performance against:

| Performance Measure | Frequency | Manager Responsible |
|--|-----------|------------------------------------|
| Anticipated achievement against financial savings target | Annual | Commercialisation & Major Projects |
| Actual achievement against income target | Annual | Commercialisation & Major Projects |
| Percentage of residents surveyed satisfied or very satisfied with the Council. | Annual | HR & Organisational Development |
| Percentage of targeted KPIs met for all Council objectives | Annual | HR & Organisational Development |

10. Our Performance

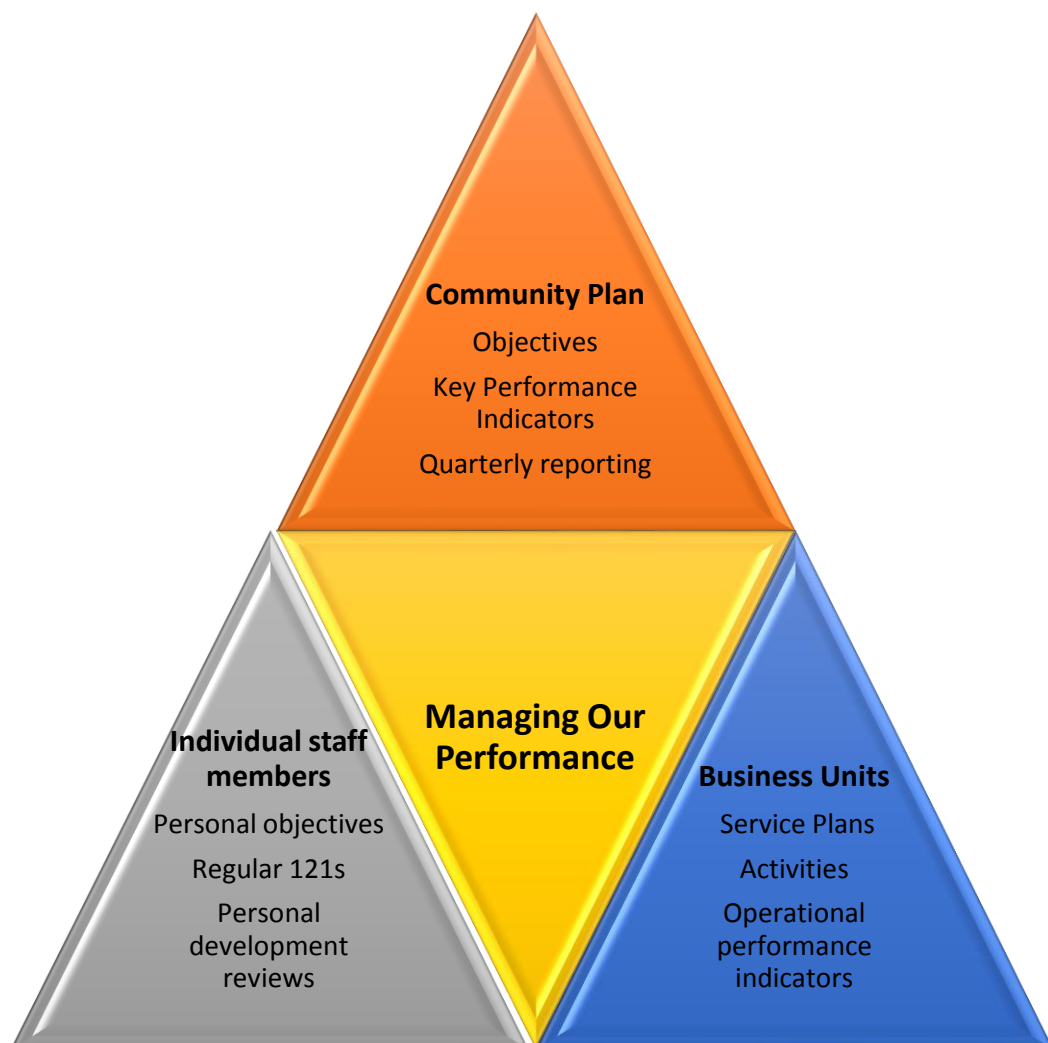
Newark and Sherwood District Council's Performance Management Framework

What is performance?

Performance management is the activity and set of processes that aim to maintain, improve and measure performance to ensure an organisation is delivering its objectives. It is strategic as well as operational, as its aim is to ensure that employees contribute positively to and understand an organisation's overarching corporate objectives.

At Newark and Sherwood District Council we measure performance at a variety of levels including corporate, service, and individual. Metrics are agreed for each level and incorporated into our performance management system. Regular reports demonstrating how we are performing against **Our Plan** will be presented at Committee and published on our internet page.

The following diagram represents how the three levels of performance management interlink.



11. Listening to Our Residents

Consultation on the Corporate Objectives

Newark and Sherwood consulted with residents and stakeholders on the objectives included within this plan. This consultation took place between October and December 2018 and consisted of 3 strands:

1. 11,224 residents completed a survey equating to an 11.3% response rate.
2. 27 parish/ town council's completed a questionnaire equating to a 36% response rate.
3. 14 stakeholders provided feedback representing several key partnerships.

The results of the corporate objectives consultation were shared with the Senior Leadership Team and Business Managers and used to refine/reshape the draft objectives. Key activities under each objective were prioritized to reflect feedback from residents on those areas that were most in need of improvement. The following list demonstrates how the key points raised in the consultation are reflected in the objectives:

The Ask: Maintain an effective waste service, focus on improving recycling and keep local areas clean

- ✓ Reflected in objective "improve the cleanliness and appearance of the local environment"

The Ask: Tackle cleanliness issues such as dog fouling and fly tipping.

- ✓ Reflected in objective "improve the cleanliness and appearance of the local environment"

The Ask: Maintain and improve parks and green spaces.

- ✓ Reflected in objective "protect, promote and enhance the district's natural environment"

The Ask: Maintain and improve leisure and sports facilities.

- ✓ Reflected in objective "improve the health and wellbeing of local residents, with a particular focus on narrowing the gap in healthy life expectancy and other health outcomes"

The Ask: Improve the experience residents have with the cultural and arts offer within the district.

- ✓ Reflected in objective "increase visits to Newark and Sherwood and the use of visitor attractions by local residents"

The Ask: NSDC to improve their responsiveness by listening and responding more to the needs of residents, and communicating how they are listening and responding to residents.

- ✓ Reflected in objective "increase participation with the Council and within local communities"

The Ask: Improve resident feelings of safety and togetherness by tackling ASB and crime.

- ✓ Reflected in objective “reduce crime, anti-social and behaviour, and increase feelings of safety in our communities”

The Ask: Improve traffic infrastructure, reduce congestion and improve the condition of the roads and pavements.

- ✓ Reflected in objective “improve transport infrastructure to reduce congestion and facilitate growth”

The Ask: Improve the health services in the district

- ✓ Reflected in objective “improve the health and wellbeing of local residents, with a particular focus on narrowing the gap in healthy life expectancy and other health outcomes”

The Ask: Improve care and support for vulnerable groups

- ✓ Reflected in objective “reduce levels of deprivation in target areas and remove barriers to social mobility across the district” and “improve the health and wellbeing of local residents, with a particular focus on narrowing the gap in healthy life expectancy and other health outcomes”

What we have done so far...

As the 11,224 responses were recorded we listened to the feedback coming in and responded to some of themes identified by prioritising key activities. The survey showed us how important it is to our residents to feel safe in their local area, and as such we worked with the Police to get a new Town Centre Police officer dedicated to crime prevention in Newark town centre. We also purchased the Buttermarket in order to bring this unique building back into full use and secured the development of Robin Hood to revitalise Newark Town Centre with the aim of improving the feel of the town and reducing anti-social behaviour.

The consultation also highlighted the importance of tackling anti-social behaviour and the blights of fly tipping, littering and dog fouling. This bolstered the importance of Newark and Sherwood’s decision to employ two new community protection officers. These officers will have the power to issue fixed penalty notices (FPNs) on those who flout the law and will be working with the community to encourage a responsible approach to looking after the environment. Two further officers will be recruited in 2019 to help reduce anti-social behaviour, littering, dog fouling and fly tipping.

Newark and Sherwood also undertook a successful day of action in Blidworth in November. The day included; a successful community litter pick, intensive street sweeping, pothole filling, street light repairs, foliage trimming, graffiti removal, the installation of replacement and additional litter bins, educational activities on responsible dog ownership and planting of bulbs. The success of the day, and the engagement of the community, reflects the importance of cleanliness in our local areas, tackling anti-social behaviour and respecting our green spaces. The Council will be undertaking another day of action in Hawtonville in

March tackling a range of environmental, safety and welfare issues, building on the sense of pride in the community and the desire to maintain clean and safe neighbourhoods.

Residents also expressed their wish for improved care and support for vulnerable groups. Newark and Sherwood district Council responded to this by putting in a bid for further funding to support rough sleepers, securing £106 thousand pounds for disabled facilities grants across the district and securing funding for the provision of an extra care facility in Ollerton. We also worked with several key partners to secure funding for improvements at Ollerton roundabout to begin addressing the congestion and infrastructure concerns of residents.

Future Consultation

The community plan will be refreshed annually to look back at the work done over the last year in order to review Council performance and mark progress against the key activities outlined in the plan. This refresh will be added as an appendix to the existing plan and will highlight how we have performed over the last year and highlight how we are progressing against the promises made in this plan.

Consultation with residents will be embedded into the strategic planning process and full consultation with residents will occur every 4 years to allow us to monitor progress against objectives, and continue to give residents the opportunity to be heard. Light-touch consultation will occur annually in association with the refresh of the community plan to ensure that we are delivering on our objectives.