

Community Plan

2019-2023 (Updated February 2020)

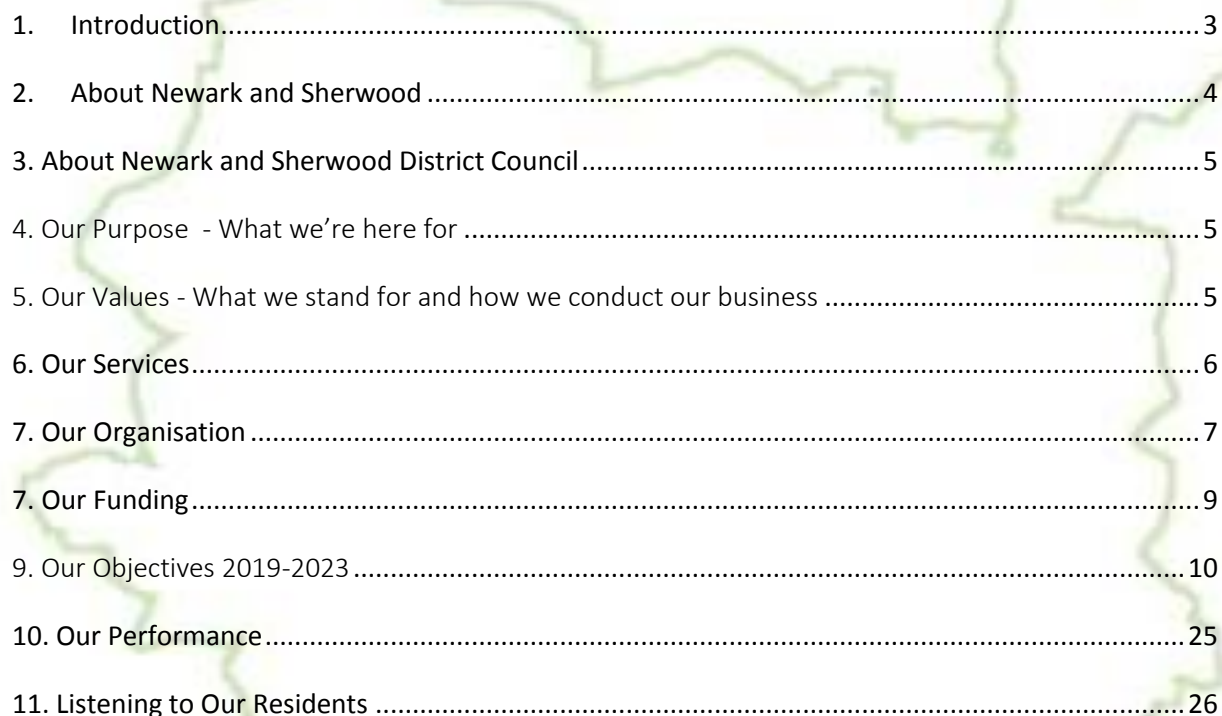
Newark and Sherwood District Council



**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

Heart of England.

3. About Newark and Sherwood District Council

Newark and Sherwood District Council serves 121,566 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 535 employees to provide high quality services to residents. The council directly provides its housing management services for its 5,500 council properties.

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 this, 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

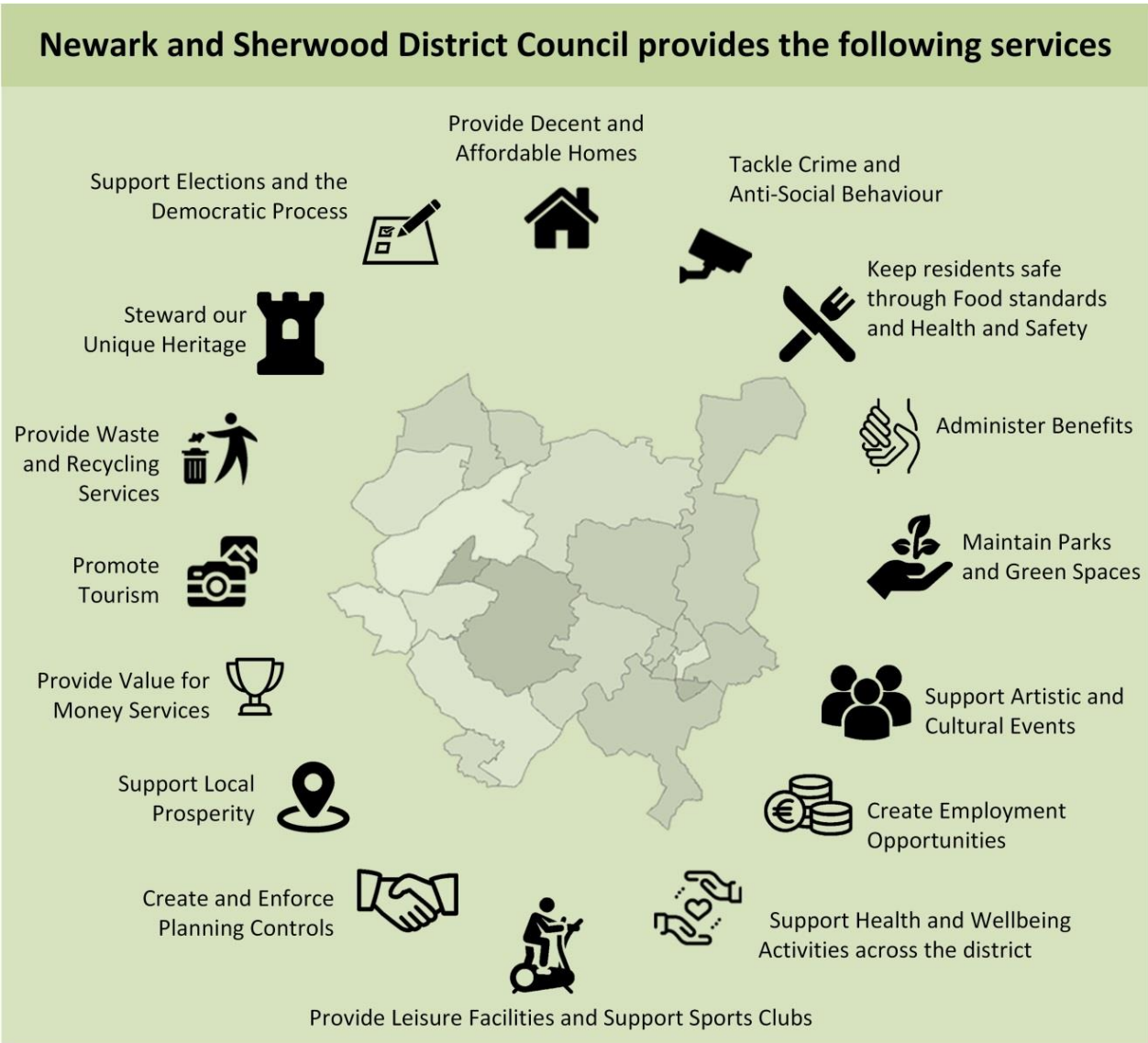
Consistently delivering on promises; providing good quality services and demonstrating integrity.

Welcoming and responsive

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

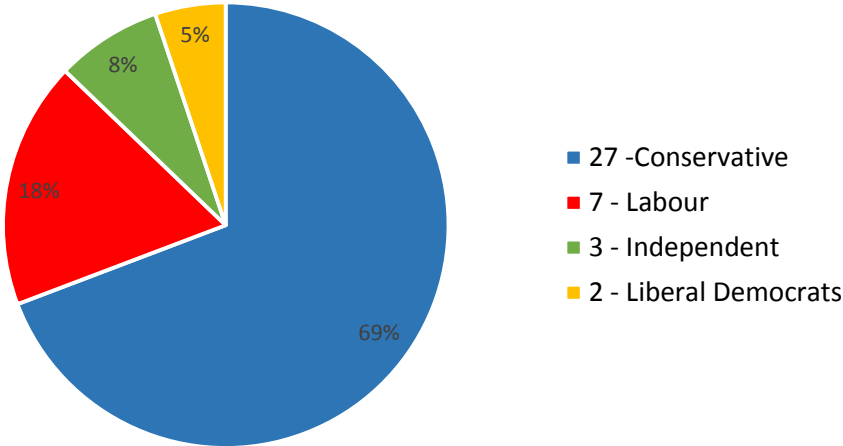
6. Our Services

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 provide directly 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. The political make-up of the Council is shown below.



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 535 members of staff divided into five areas as shown below.

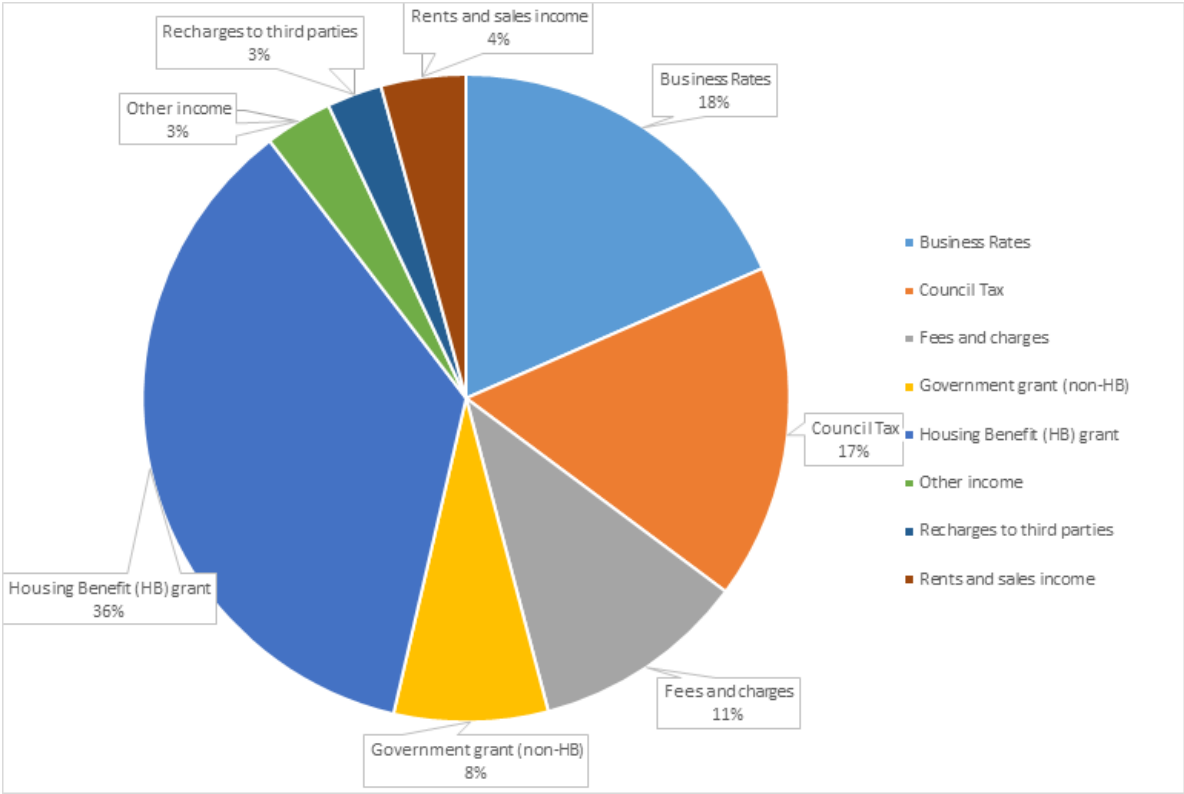


7. Our Funding

Over the past decade, the amount of government funding available to Newark and Sherwood District Council has reduced significantly. Central government’s main funding for Newark and Sherwood District Council has reduced from £10.3 million for 2010/11 to £3.8 million for 2020/21, representing a 63% 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 breaks down the sources of income which Newark and Sherwood District Council expects to receive for 2020/21. These will be used to pay for the services that Newark and Sherwood District Council provides.



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



Build more homes and provide an excellent housing management service



NEWARK & SHERWOOD
DISTRICT COUNCIL



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



Protect, promote and enhance the district's natural environment and deliver the Council's environmental ambitions



Enhance and sustain Town Centres



Improve the quality of life and social mobility in target areas



Improve the health and wellbeing of local residents



Increase participation with the Council and within local communities



Continue to modernise working practices and embed a stronger commercial culture to improve value for money, generate more income and increase residents' satisfaction



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 in which our communities live. 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;
- 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 this.

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.



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;
- Explore opportunities to co-locate with additional partners at Castle House.

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

- Expand the current network of CCTV provision;
- 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.



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 we do this by:

- Promoting, facilitating and delivering where appropriate key infrastructure that the market is unable to deliver alone;
- Being 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;
- Securing delivery of the Southern Link Road;
- 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.



Build more homes and provide an excellent housing management service

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 deliver 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.

Ensuring tenants and other customers live in safe, well maintained, affordable homes and receive quality, value for money services by:

- Maintaining consistently healthy, safe, and compliant homes and services;
- Ensuring that the experience of tenants and other customers of receiving housing services and living in a Council home is understood and feedback acted upon;
- Reviewing services so that the benefits of housing services being delivered by the Council are realised and savings are spent in a way which meets tenants' priorities;
- Providing effective opportunities for tenants to influence the design and delivery of housing services and their homes and to hold the Council to account.



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 and linkages between attractions;
- Increasing engagement with schools.

Working with partners to develop and enhance the visitor offer, including physical linkages and uses, at Sherwood Forest and surrounding Sherwood attractions.



Protect, promote and enhance the district's natural environment and deliver the Council's environmental ambitions

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 we 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 Miner 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:

- 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 (including housing stock) 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:

- Identifying opportunities for greening urban areas.



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 centres and strengthens its reputation and long-term viability.

We will we do this by:

Developing a Town Strategy and Investment Plan for Newark which takes into account evidence-base and the needs / preferences of residents, visitors and local businesses and allows access to Future Towns Funding.

Identify how to improve physical and digital connectivity and way finding to and within Newark

Regenerating key historic buildings identified in the Conservation Area Management Plan and Buildings at Risk Register, including:

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

Demonstrate the value and incentivise where possible bringing vacant buildings and upper floors back into use, especially in heritage buildings.

Work with landowners and tenants (notably retailers) to continue to promote and enhance Town Centres, notably at Newark, Southwell, Ollerton, and Edwinstowe

Bring into use or repurposing the Council's or other public assets in order to contribute to maintaining and enhancing Town Centres

- Newark: the former Robin Hood Hotel, Buttermarket, and 32 Stodman Street, having regard to the wider Newark Town Strategy and Investment Plan.
- Ollerton & Boughton: Working with landowners, notably the Town Council and private sector to repurpose or redesign sites, and linking in wider proposals around the new Dukeries pool and possible Robin Hood Line rail extension
- Edwinstowe: Assess via masterplanning the contribution of land and building assets around Forest Corner, and linkage to the town centre



Improve the quality of life and social mobility in target areas

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 relating to Universal Credit;
- Continuing to support customers to maximise benefit entitlement and reduce hardship, working collaboratively with the third sector partners (Housing and Council Tax benefit);
- Delivering the Council's Homelessness Prevention Strategy and Action Plan 2019-2023 through the joint Homelessness Interagency Forum;
- Enhancing relationships with private sector landlords to specifically reduce evictions and prevent homelessness, such as via the 'Call Before you Serve' initiative;
- Ensuring the Council provides fit for purpose and cost effective temporary accommodation solutions, making best use of Council assets and strategic sites;
- Developing initiatives collaboratively with County and District/Borough colleagues and partners to deliver the Government's Rough Sleeper Strategy ambition, bidding for additional resource through the various new 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 to improve the capability, capacity and sustainability of the voluntary and community sector.

Work with partners to tackle social through:

- 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;
- Strengthened linkages between schools and local employers
- Improving existing / creating new employment space focused on the delivery of higher level/higher paid jobs.

Develop a Neighbourhood Study and Regeneration Plan for Clipstone.



Improve the health and wellbeing of local residents

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:

- Delivering the Newark and Sherwood Health and Wellbeing Partnership Plan 2019-2022, through the development of themed local action plans to deliver targeted initiatives around priorities: ensure everybody has a good start in life; improving health lifestyles; tackling physical inactivity; improve housing and the environment; address the needs of an ageing population; improve mental health (which is a cross-cutting theme).
- Actively engaging and promoting the District's role and priorities in the transformation of health and social care within Nottinghamshire via the Integrated Care System (ICS) and Primary Care Networks (PCNs) to influence the targeting of resources to deliver improved health outcomes in the district;
- Challenging Sherwood Forest Health Trust (SFHT), the ICS and PCNs, and GP leads regarding the provision and timely access to acute/primary care;
- Working with partners 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 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.

Support provision of a replacement hockey pitch for Newark Hockey Club alongside other community infrastructure work.

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:

- 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 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.



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;
- 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 residents to support the delivery of Council /community initiatives by:

- Setting up and administering a community initiative fund and establishing a Community Lottery Fund.

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



Continue to modernise working practices and embed a stronger commercial culture to improve value for money, generate more income and increase residents' satisfaction

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.

Progress and implement decisions arising from the Governance Review.

Progress potential car parking scheme at Lowdham Train Station.

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;
- Communicating 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.

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”

Measuring What We Have Delivered

The Community Plan will be refreshed annually to look back at the work done over the last year in order to review Council performance against the performance measures within this plan, and to mark progress against the key activities outlined in the plan. An appendix to the existing plan will highlight how we have performed over the last year and how we are progressing against the promises made in this plan.

Future Consultation

Consultation with residents will be embedded into the strategic planning process and full consultation with residents will occur every four years to allow us to monitor progress against objectives, and continue to give residents the opportunity to be heard.

Appendix One: What we have done so far...

Period covered: April 2019 – March 2020 only [the objectives and accompanying actions listed above will be undertaken across the life of the plan from 2019-2023].

As the 11,224 responses to the 2018 Resident Survey were recorded, we listened to the feedback coming in and responded to some of themes identified by prioritising key activities in the Community Plan.

Against the objective to **improve the cleanliness and appearance of the local environment** just some of the work across the whole district has included:

- a new policy committing to the removal of most graffiti within 36 hours
- an increased number of enforcement notices being issued – alongside educating and raising awareness through engagement activities and media campaigns
- a fly-tipping campaign
- PAWS – the ongoing campaign focused on all aspects of dog ownership to include always picking up your dog’s poo
- hosting Bark in the Park events, including at Sconce and Devon Park
- trialling dual recycling bins in Southwell
- work to revitalise and refocus the Council’s environmental services.

We have also:

- held days of action in Newark covering: Yorke Drive; Hawtonville; and Newark Town Centre
- had a day of action in Blidworth
- had a day of action in Ollerton
- planned a day of action in Southwell for March 2020 with a green focus.

The days of action included; successful community litter picks, 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 days, 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 additional days 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.

In addition, Newark has been crowned the tidiest place in the region as it retained its gold standard in the East Midlands in Bloom competition. The town was awarded the Least-Littered Environment in the East Midlands trophy along with its gold accolade. While Farnsfield is officially the Best Kept Village in Nottinghamshire – with thanks to the village volunteers and the Farnsfield Community Spaces group.

In working to **reduce crime and anti-social behaviour, and increase feelings of safety in our communities**, and in recognising that the Resident Survey showed us how important it is to our residents to feel safe in their local area, we worked with the Police to secure a new Town Centre Police Officer dedicated to crime prevention in Newark.

The importance of tackling anti-social behaviour bolstered the importance of Newark and Sherwood's decision to employ four new Community Protection Officers. These officers have the power to issue fixed penalty notices (FPNs) to those who flout the law and will be working with the community to encourage a responsible approach to looking after the environment.

We have also installed a mobile CCTV camera in the Winthorpe Road area following concerns from the local community. In addition, following the success of the Community Alcohol Partnership (CAP) in Ollerton, a further CAP has been agreed in Clipstone.

Linked to the Community Safety Plan and the Community Safety Partnership, there has been a new focus for the operational Gypsy and Traveller Group. The Newark and Sherwood District Council Community Relations team have been working closely with the Tolney Lane Working Group. We also celebrated Gypsy, Roma, Traveller History Month in June 2019.

In seeking to **improve transport infrastructure to reduce congestion and facilitate growth** good progress has been made on closing the financial/delivery gaps for the Ollerton Roundabout. Progress is also forward-moving for the southern link road. We continue to be proactive in pressing to secure funding to deliver the Newark Northern A46 bypass. We are also working towards an upgraded A1 overbridge at Fernwood.

In responding to our objective to **build more homes and provide an excellent housing management service** 654 houses were built (115 - affordable) in 2018/19 in Newark and Sherwood, which exceeds the 454 houses required per year to meet supply requirements (from the "Statement of 5 Year Housing Supply"). Specifically, house building continues on the Middlebeck Strategic Urban Extension (SUE) and at Fernwood while starts on site are also expected at Thoresby. In addition, the final Ollerton & Boughton Neighbourhood Study was endorsed by the Economic Development Committee and then presented to the Policy & Finance Committee, who approved a budget of up to £300k to enable the submission of a planning application for the allocated site (OB/MU/2) between the Stepnall Heights and Hallam Road estate.

To support the objective **to increase visits to Newark and Sherwood and the use of visitor attractions by local residents** we have published Destination Management Plans and created new tourism websites for: Newark; Southwell; Sherwood Forest. Our heritage and culture are showcased and stewarded: at Newark Castle; at the National Civil War Centre; at the Palace Theatre; and via a diverse programme of events across the district. The National Civil War Centre's 'World Turned Upside Down' is a brand new permanent exhibition that opened in 2019, exploring the 17th century's seismic shifts in religion, science, culture and politics. In addition at the National Civil War Centre, and which opened in July 2019, is 'Fake News' – an exhibition set to expose 'Fake News' as a centuries-old tradition. In early 2020 the Palace Theatre's "Wat's On – Spring" was published highlighting celebrations for 100 years of the Palace Theatre! In July 1920 businesswoman Emily Blagg built the stunning venue and during 2020 we're honouring its decades-long history as the hub of entertainment in Newark, marking this big birthday with a fantastic programme of shows and special events.

In responding to the objective to **protect, promote and enhance the district's natural environment and deliver the Council's environmental ambitions** we have:

- made improvements to Sherwood Forest Arts and Crafts Centre to provide better facilities for visitors (and that will complement the Sherwood Forest Visitor Centre)
- continued to work with the Miner2Major landscape partnership scheme that will provide key protection for the natural environment
- made improvements to facilities at Vicar Water Country Park, with the park being awarded Green Flag status for the 20th successive year running
- made improvements to Sconce and Devon Park.

And across the district we have offered:

- 2 free trees to each resident
- 50 trees for Parish Councils
- launched the Parish and Town Council Initiative fund with a Greener theme in its first year – the first round of decision making will be in April 2020.

We have also declared a Climate Emergency and are working with The Carbon Trust to calculate the organisation's carbon footprint and look at pathways to mitigation as part of a wider environmental strategy.

Over the past year our commitment to **enhance and sustain town centres** has included: the purchase of the Buttermarket in order to bring this unique building back into full use; securing the development of Robin Hood hotel; and purchasing a retail building on Stodman Street. Newark has also been announced as one of the 100 towns invited to progress a Town Deal and is in receipt of Heritage Action Zone funding. Alongside these announcements, a cultural strategy has been commissioned and Lounges have been announced as a commercial tenant for the Buttermarket. Relationships to scope out potential future opportunities for joint activities and initiatives are being developed with Southwell, Edwinstowe, Ollerton and Boughton.

Residents expressed their wish for improved care and support for vulnerable groups Our intention to **improve the quality of life and social mobility in target areas** has seen:

- the launch of the new Homelessness Prevention and Rough Sleepers Strategy 2019 – 2023
- two successful bids, the Rough Sleeper Initiative and Rapid Re-Housing Pathway (to deliver the Government’s Rough Sleeper Strategy), enter their delivery phase - with a steering group reporting to the Safer Nottinghamshire Board
- the launch of a new Voluntary and Community Sector Network, with a successful volunteer recruitment day and a volunteer celebration event delivered
- development and implementation of a local offer for care leavers
- involvement with the “Call Before you Serve” initiative
- partnership work continuing with the YMCA in Newark to enable delivery of the Activity and Community Village, which will help young people and families
- securing £106,000 for disabled facilities grants across the district
- securing funding for the provision of an extra care facility in Ollerton.

Work to **improve the health and wellbeing of local residents** has included:

- adopting the Newark & Sherwood Health and Wellbeing Partnership Plan and agreeing an action plan
- supporting development of a social prescribing model and recruitment of NHS link workers
- securing planning permission for the Dukeries swimming pool

- ongoing engagement and events with communities and schools across the district encompassing a range of health and wellbeing activities.

In seeking to **increase participation with the Council and within local communities** we have:

- introduced webcasting of Council/Committee meetings to increase citizen engagement
- launched the previously mentioned Parish and Town Council Initiative Fund
- co-produced the 2019 Parish and Town Council Conference with North Muskham Parish Council
- held a number of thematic engagement events – the recent festive crafting day in Bilsthorpe being just one such example.

In responding to the objective to **continue to modernise working practices and embed a stronger commercial culture to improve value for money, generate more income and increase residents' satisfaction** we have progressed a range of projects across the district which generate commercial income or deliver savings including:

- the re-integration of the housing management service. It is expected that this will generate approx. £1million of savings to the Housing Revenue Account to be reinvested in tenant services
- the Waste and Grounds Maintenance project is identifying commercial opportunities to grow aspects of Environmental Service such as trade waste, garden waste and grounds maintenance
- a review of non-statutory fees and charges to improve efficiency and transparency as well as generate commercial income
- the expansion and improvement of Newark Lorry Park helps to meet the national need for more secure overnight lorry parking. The extension works came in under budget and have incorporated the implementation of a Certas Fuel Bunker and the redevelopment of the café to meet the high quality standard of the extended site. The site has also achieved Park Mark accreditation, meaning it has been assessed by the British Parking Association for its management and maintenance, effective surveillance and high level of lighting, signage and cleanliness.