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Friday, 6 March 2026

**Chair: Councillor M Pringle
Vice-Chair: Councillor N Ross**

Members of the Committee:

**Councillor A Brazier
Councillor C Brooks
Councillor A Freeman
Councillor J Hall
Councillor S Haynes
Councillor R Holloway
Councillor R Jackson**

**Councillor D Moore
Councillor P Rainbow
Councillor K Roberts
Councillor K Smith
Councillor T Thompson
Councillor T Wendels**

Substitutes

**Councillor N Allen
Councillor D Darby
Councillor P Harris
Councillor M Home
Councillor S Michael
Councillor M Shakeshaft
Councillor L Tift**

MEETING:	Policy & Performance Improvement Committee
DATE:	Monday, 16 March 2026 at 6.00 pm
VENUE:	Civic Suite, Castle House, Great North Road, Newark, NG24 1BY
<p>You are hereby requested to attend the above Meeting to be held at the time/place and on the date mentioned above for the purpose of transacting the business on the Agenda as overleaf.</p> <p>If you have any queries please contact Helen Brandham on helen.brandham@newark-sherwooddc.gov.uk.</p>	

AGENDA

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1. Notification to those present that the meeting will be recorded and streamed online	
2. Apologies for Absence	
3. Declaration of Interest by Members and Officers	

Reports and Presentations

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Reports from Working Group

12. Update on Estate Walkabouts Working Group
13. Update on Heritage and Culture Working Group

Review of Cabinet Work Programme and Recent Decisions

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Topic Suggestions

None

16. Provisional Items for Future Agendas

- Attendance at Committee by a Portfolio Holder TBC
- Planning Infrastructure Presentation – Follow On from Out of Remit Activities Working Group
- Heating and Gas Safety Policy
- Passenger Lift Policy
- Gas Meter Make Safe Policy
- Update on Estate Walkabouts Working Group

17. Exclusion of the Press and Public

To consider resolving that, under section 100A (4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in part 1 of Schedule 12A of the Act.

18. Bassetlaw, Newark and Sherwood Community Safety Partnership update - Exempt Appendix 1 181

Note Fire Alarm Evacuation

In the event of an alarm sounding please evacuate the building using the nearest fire exit in the Civic Suite. You should assemble at the designated fire assembly point located in the rear car park and remain there until the Fire Service arrive and advise it is safe to return into the building



Report to: Policy & Performance Improvement Committee – 16th March 2026

Director Lead: Matt Finch, Director Communities and Environment

Lead Officer: Jenny Walker, Business Manager – Public Protection

Report Summary	
Report Title	Bassetlaw, Newark and Sherwood Community Safety Partnership update
Purpose of Report	To provide an update on the work undertaken by the Bassetlaw and Newark & Sherwood Community Safety Partnership.
Recommendations	That Policy & Performance Improvement Committee: <ul style="list-style-type: none"> • Note the Community Safety Partnership performance information
Reason for Recommendation	To ensure that the Community Safety Partnership is addressing the right priorities in the right way in line with the Community Plan objective Reduce crime and anti-social behaviour, improving community feelings of safety

1.0 Background

1.1 The existence of a Community Safety Partnership (CSP) is a statutory requirement under Section 5 of the Crime & Disorder Act 1998 (“the Act”), as amended by the Police Reform Act 2002 and the Police & Justice Act 2006. There are a number of ‘Responsible Authorities’ that form the partnership. They are:

- i. The District Council(s)
- ii. The County Council
- iii. The Chief Officer of Police
- iv. The Fire and Rescue Authority
- v. The Integrated Care Boards

1.2 The Bassetlaw and Newark & Sherwood CSP (BNSCSP) meets on a quarterly basis with wider partners through the Joint Strategic Group (JSG). The chair of the JSG represents the CSP at the Nottinghamshire Safer Neighbourhoods Board and this role alternates between the two district councils on a biennial basis.

1.3 The CSP and its priorities are determined by statutory requirements set by government and localised priorities and requirements through the Safer Notts Board and related strategic groups.

2.0 Performance

- 2.1 Each month the CSP analyst produces a performance report based on all crime and a separate smaller report based on antisocial behaviour. This shows the comparative performance of the Community Safety Partnerships in the county (there are three) and each district. This shows the change in all crime/ASB compared to the same period last year as well as providing some more detailed analysis on the locations and causes of any hot spots.
- 2.2 The performance for All Crime for August 2025 – January 2026 when compared with the previous year is shown below:

	All Crime Volume: Aug '24 - Jan '25	All Crime Volume: Aug '25 - Jan '26	Volume Change	% Change
County	28,118	28,371	253	0.9%
Ashfield	4,951	5,136	185	3.7%
Mansfield	5,106	5,001	-105	-2.1%
Bassetlaw	4,673	4,698	25	0.5%
Newark & Sherwood	4,421	4,215	-206	-4.7%
Broxtowe	3,435	3,535	100	2.9%
Gedling	2,981	3,127	146	4.9%
Rushcliffe	2,551	2,659	108	4.2%

The table above illustrates that Newark & Sherwood experienced a 4.7% reduction in All Crime compared to a 0.9% increase in the county.

	ASB Volume: Aug '24 - Jan '25	ASB Volume: Aug '25 - Jan '26	Volume Change	% Change
County	6,808	5,775	-1,033	-15.2%
Ashfield	1,431	1,077	-354	-24.7%
Mansfield	1,177	1,142	-35	-3.0%
Bassetlaw	989	911	-78	-7.9%
Newark & Sherwood	943	930	-13	-1.4%
Broxtowe	945	675	-270	-28.6%
Gedling	764	611	-153	-20.0%
Rushcliffe	559	429	-130	-23.3%

The table above illustrates that Newark & Sherwood experienced an 1.4% reduction in ASB compared to an 15.2% reduction in the county.

*Source: Nottinghamshire Police Management of Information Crime & Outcomes Dashboard
 Note that the figures in the table above may vary slightly from those below due to minor differences in data extraction*

- 2.3 As agreed at the previous committee the more detailed, ward-based data for crime and ASB is provided in Appendix 1.

3.0 BNS CSP Action Plan 26-27

As part of the BNS CSP Strategy a separate action plan for Newark and Sherwood is in operation with key activities that as a council we are working towards throughout the year. The action plan

has been reviewed and updated for activities for 26-27 and this is provided in Appendix 2 for members review.

4.0 DAHA

- 4.1 We continue to work through the Domestic Abuse Housing Alliance accreditation process and have recently submitted all information for assessment against the Bronze criteria. We are now in the process of submitting all our evidence in support of the Silver criteria and gathering evidence for the final stage of Gold.
- 4.2 We have undertaken significant amounts of training across the council and training has also been provided to members. New internal Safeguarding Champions have been created to help teams signpost issues effectively, to complete good quality referrals and to continue to improve processes and support moving forward.
- 4.3 We hope to complete the full submission processes in the next few months in the hope that we will achieve gold accreditation later this year following full submission, assessment and interviews.

5.0 Domestic Homicide Reviews

- 5.1 The CSP is responsible for the undertaking of Domestic Homicide Reviews (DHRs). There are a number of changes that are due to take place and one is the change of name. They will be called Domestic Abuse Related Death Reviews (DARDRs) and will encompass more deaths that are unexplained or relate to a suicide, but where Domestic Abuse history is noted. It is expected that this will result in an increase in the number of DARDRs that are required to be undertaken.
- 5.2 At present the BNS CSP has 11 DARDRs that are all in different stages, the table below details the current case load:

Op Name	Council Area	Status
Harpist	Newark and Sherwood	Report submitted to Home Office for review
Honeydew	Newark and Sherwood	Report to be signed off by CSP
Aslan	Bassetlaw	Panel meetings in progress
Orion Rose	Newark and Sherwood	CSP decision not a DHR being reviewed by Home Office
Okra Sky	Newark and Sherwood	Panel meetings in progress
Oceanview	Bassetlaw	Panel meetings in progress
Orion Ray	Bassetlaw	CSP Decision to proceed – Chair and Author to be appointed
Sargas Night	Bassetlaw	On hold – Pending Police Investigation

Huddle	Newark and Sherwood	CSP Decision to proceed – Chair and Author to be appointed
Hedwig	Newark and Sherwood	CSP Decision to proceed – Chair and Author to be appointed
Solana Drift	Newark and Sherwood	Pending CSP Decision

5.3 Significant work is being undertaken countywide to improve consistency of approach to all reviews, track all recommendations made within the reports and seek updates and outcomes, ensure a good spread of chair and authors are used across the county, create and use consistent templates and ensure strong representation is in place across all partners at the panels.

6.0 Community Safety Activities

6.1 Situational Crime Funding

This two-year funding from the OPCC is due to finish at the end of March 2027. This fund has already purchased bleed kits and knife wands and is funding better security at Sconce and Devon park to prevent unauthorised access and anti-social behaviour. This should be completed by March 2026 and the project will continue with the funding of the Safety Challenge in the summer of 2026 to all year 5 & 6 primary school children across the district.

Community Safety, Community Development and Environmental Services are also working on a plan of additional diversionary activities to take place on the park, to focus on conservation, wildlife habitat, raising environmental awareness, and safety.

6.3 Hotspot Funding Patrols

Funding for hotpot patrols has been continued for this year by the Home Office and is being monitored by the OPCC. For our area the key locations are small specific areas within Castle and Magnus and Devon wards. Again, these are area dictated to us by the scheme based on Police data. Our CPOs undertake additional patrols in those areas both during their duties and as part of overtime, which is funded by the scheme.

Since the last committee the following number of additional patrols have been undertaken by the CPO Team:

Month	Hours
August	32
September	30
October	20
November	32
December	28
January	32

6.4 Enforcement Activities

Over the course of the full year to date we have received 344 ASB cases that the team have and are dealing with. We have undertaken two closure orders, one on an NSDC property and one on

an owner occupier property. We have 5 injunctions in progress that the team are collating to take to court with 3 injunctions in place at present.

Enforcement action has also been undertaken on street drinkers which has resulted in enforcement warnings being issued to 8 individuals to control their behaviour with 6 of these progressing to notices.

The team remain incredibly busy with a large number of complex cases that require multi agency partners to be involved.

6.5 ASB Panel

In the last six months there have been 11 referrals made to the ASB Panel. The panel is made up of NSDC, Police, schools and key partners.

Of the 11 referrals made, all of the cases were males. 9 of these were from the Newark area, 1 from Farndon and 1 from Balderton.

6.6 CCTV

We continue to work through the CCTV replacement programme that was previously approved by this committee and Cabinet following the CCTV review undertaken in 2023. Some of our oldest cameras have been replaced and we continue to replace on average 10 per year.

The new CCTV control room is taking shape and will be due to take over from the partnership control room on the 1st April 2026.

6.7 Diversionary Activities/Education Programmes

Prison Me No Way - Sessions continue to be funded by NSDC and these have been taking place across Newark and Sherwood at secondary schools. Since the last report, Prison Me No Way has been delivered to 2-year groups within Suthers School, Fernwood, Newark Academy, and Magnus Academy, Newark (Jan and Feb 2026), and the Maple Project (alternative provision) (Dec 2025). Dukeries Academy, Ollerton, and Joseph Whittaker, Rainworth, are booked in for delivery in June and July 2026, respectively. The programme is due to continue into 26/27. Prison Me No Way continues to receive fantastic feedback from all schools that have taken part with the schools highlighting how engaged the students have been in the sessions, how thought provoking they are and how it emphasises the outcomes of behaviours and decisions.

Safety Challenge – The planning for the 2026 Safety Challenge is underway, which is funded by the Situational Crime Fund for Sconce and Devon and the new localities fund for Vicar Water. The event will take place again over the course of two weeks at both Sconce and Devon and Vicar Water with participation open to all primary schools.

Extreme Wheels - Following the success of the Extreme Wheels summer programme of events at Sherwood Avenue Park, Newark, and Edwinstowe Skate Park, we are currently liaising with the Extreme Wheels team to fund a programme of events throughout the district at suitable skate park locations.

Localities Funding 26-27 – Following the ending of the localities funding from the OPCC which we used to bid for every year to fund all our diversionary activities, a decision was taken to fund this programme moving forward by NSDC to ensure that we can continue to deliver these diversionary activities and that we have additional activities to referral children to take part in.

The new programme from April 26 is being developed and will include some of the above activities.

7.0 **Implications**

In writing this report and in putting forward recommendations, officers have considered the following implications: Data Protection; Digital & Cyber Security; Equality & Diversity; Financial; Human Resources; Human Rights; Legal; Safeguarding & Sustainability and where appropriate they have made reference to these implications and added suitable expert comment where appropriate.

Do not delete this paragraph. Add in your implication paragraphs below.

Implications Considered			
Yes – relevant and included / NA – not applicable			
Financial	Yes	Equality & Diversity	N/A
Human Resources	N/A	Human Rights	N/A
Legal	N/A	Data Protection	N/A
Digital & Cyber Security	N/A	Safeguarding	N/A
Sustainability	N/A	Crime & Disorder	N/A
LGR	N/A	Tenant Consultation	N/A

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Financial Implications

- 7.1 A new £50k budget has been approved from 1st April 2026 to replace the external fund provided previously provided by the OPCC. Domestic Homicide Reviews and their associated costs remains high due to the numbers and these are funded through reserves as and when required.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

None

2025 – 2027

Community Safety Partnership Delivery Plan 2026-27

Author: Yvonne Swinton, Community Protection Manager

Jenny Walker, Business Manager – Public Protection

This delivery plan is a detailed outline of the actions required to support in the delivery of the Community Safety Strategy and NSDC's Community Plan.

Introduction

This delivery plan will describe specific actions to help deliver the objectives of the Bassetlaw, Newark & Sherwood CSP Community Safety Strategy. The actions are split into the four strategic themes shown below, which prevents duplication and allows cross-over of the many crime and thematic areas. All individual thematic plans have been incorporated into this main document to allow for more effective delivery and monitoring. It will include all statutory duties and agreed actions across the many countywide partnerships and is a flexible working document that can be added to and amended.



Strategic Themes

PREVENT

- Provide information and advice on all community safety issues, to reduce the risk of harm and enable people to make well-informed choices in keeping themselves and others safe. This will be achieved through:
 1. Training.
 2. Communications.
- Deter offending behaviour through pro-active approaches (such as the broken window theory and diversionary activity).
- Improve visibility of and accessibility to services and support.
- Build social capital through positive and targeted engagement.
- Look for opportunities to raise aspirations and help achieve them.

RESPOND

- Consolidate clear and efficient pathways from point of report to close of case for offenders, victims, and witnesses, to ensure the most appropriate actions are taken expeditiously and with full consideration of evidence.
- Use evidence-based decision making in resourcing and funding opportunities.
- Work with partners to solve local issues.
- Reflect the community's needs in our service delivery by recording and analysing feedback through satisfaction surveys and other research methods.

SUPPORT

- Provide a customer focused and responsive service that has a robust approach to assessing the individual risk and support needs of victims and vulnerable people, whilst addressing any safeguarding issues.
 - Domestic abuse, stalking and ‘honour’- based abuse (DASH)
 - Anti-Social Behaviour (ASB)
 - Risk assessments.
 - Signposting.
- Develop a pro-active approach to all work that considers ‘contextual safeguarding’ and enables the identification of those who are vulnerable and/or at risk of exploitation in extra familial settings.
- Pro-actively promote support services.

COLLABORATE

- Ensure we are legally compliant by having sufficient information sharing agreements (ISAs) in place to enable affective contribution and engagement from all key partners.
- Ensure that we have appropriate, regular, and consistent opportunities for officers to share information and contribute to the process of reducing the risk of harm.
- Have clear and concise recording case management across partnerships.

Prevention

Working proactively with our partner agencies to prevent crime and anti-social behaviour.

Method	By when	Lead	Action(s)	Update(s)	R A G
Objective 1: Provide information and advice on all community safety issues					
Policies, Procedures and Statements	31/7/2026	JW/ YS	1) Provision/review and refresh of corporate policies and procedures on <ul style="list-style-type: none"> a. Domestic Abuse b. Safeguarding c. ASB Policy d. Enforcement Policy 	<p>NSDC is still in the process of undertaking the DAHA Accreditation process. During this process DAHA have changed their criteria from a full accreditation to a 'Bronze, Silver and Gold' requirement. In January 2026 all paperwork was submitted for 'Bronze' and we are still awaiting the outcome. Evidence has been gathered for 'Silver' and submission will be considered on completion of the 'Bronze' stage.</p> <p>Domestic abuse policies have been reviewed in 2025 for both inward and outward facing documents for victims and perpetrators of domestic abuse. This will also include safeguarding as it is often intrinsically linked to domestic abuse as a wider safeguarding context.</p> <p>The recording of Safeguarding referrals is to be refined by moving the information from a spreadsheet format to the ESB system where it will be easier to extract data and ensure a smooth and consistent approach to the reporting and recording of incidents. This is expected to be completed by Summer 26.</p>	

				<p>The Corporate Enforcement Policy was completed in September 2025 and will be reviewed in August 2027.</p> <p>The NSDC ASB Policy was completed in August 2025 and will be reviewed August 2027.</p>
Completed	JW/ YS	2) Consideration of how the following are included within NSDC corporate policies and/or if they should be: <ul style="list-style-type: none"> a. Violence Against Women & Girls (VAWG) b. Prevent (Counter-Terrorism) c. Modern Slavery & Human Trafficking d. Hate e. Serious Violence (SV) f. Fraud 	<p>PREVENT in person, Counter Terrorism training was rolled out in 2025 to those staff who require it as part of their day-to-day roles in addition to online training to all existing staff and new staff via the induction programme.</p> <p>Modern Slavery is now managed by the countywide Slavery and Exploitation Team managed by Nottingham City Council. Referrals can be made by any agency and multi agency meetings to discuss cases have been set up alongside countywide overview meetings. Requests for any information are responded to and attendance at meetings when required.</p> <p>NSDC has a serious violence action plan developed across the CSP with the Violence Reduction Partnership. The progress is reviewed on a quarterly basis.</p>	
On-going	JW/ YS	3) Consider the use of the Police Designing Out Crime (DOC) Officers in planning for both short- and long-term projects.	DOC Officers continue to be used for projects, most recently as part of the VAWG, Walk in her Shoes initiative by the OPCC.	
Ongoing	JW	4) Develop a local situational risk assessment (RSA) using the county Counter-Terrorism Local Plan (CTLP) for Prevent	NSDC completed the Situational Risk Assessment following the release of the CTLP. National guidance has now changed and the CTLP will be released quarterly moving forward and the Situational Risk Assessment will also move to a more reactive quarterly assessment.	
Completed	JW	5) Produce and publicise a Modern Slavery and Human Trafficking Statement	Published online, NSDC website and Intranet. Both documents to be reviewed in 2026/2027	
On-going	NR/ YS	6) Conduct Domestic Abuse Related Death Review (DARDR) when required within specified framework	DA Co-ordinator Newark and Sherwood and Bassetlaw leads on this working with Community Protection Manager as appropriate.	

				<p>A county review has been carried out highlighting the benefits of managing DARDR's from a central location within Nottinghamshire. As part of this a Nottinghamshire Notification, Trawl and Panel Membership Minimum Standards document has been produced to streamline the process and provide consistency across the county.</p> <p>In addition, a document has been produced to ensure compliance with the anticipated publication of Home Office Guidance for DARDR's.</p> <p>Currently managing 11 DARDR's across the CSP. This is a significant increase on previous years.</p>
Training	On-going	JW/ YS	<p>7) Provision of mandatory training modules for all NSDC staff on</p> <ul style="list-style-type: none"> a. Domestic Abuse b. Safeguarding c. Prevent 	<p>Mandatory training has been added to the Ambition Academy site with staff, dependent on role, being required to undertake the training. Participation is monitored.</p> <ul style="list-style-type: none"> a. DAHA(Domestic Abuse) Awareness eLearning b. Safeguarding Adults/Safeguarding Children c. Prevent Duty: Awareness Course <p>ASB Officers are now being utilised within the Corporate Safeguarding Team.</p>
	On-going	JW/ YS	<p>8) Review the provision of staff training modules on</p> <ul style="list-style-type: none"> a. Hate / Unconscious Bias. b. Bystander/Upstander (VAWG/DA/SV) c. Modern slavery & human trafficking. d. Fraud and Cybercrime. e. Substance Misuse. 	<p>The new LMS, Ambition Academy is being used where possible for online training and the recording details for each member of staff. Courses are now available in the following and some of these are mandatory depending on role:</p> <ul style="list-style-type: none"> a. Unconscious Bias for Managers b. Modern Slavery c. Fraud Awareness d. Cyber Ninjas e. Drug and Alcohol Misuse in the Workplace

	Completed	YS	9) ASB and Community Protection Team to have training on a. Evidence gathering and statements. b. Contextual safeguarding.	Further training has taken place in Feb 2026 in partnership with the police on civil enforcement legislation. This included civil statements, collection of evidence and enforcement of civil orders, e.g. injunctions. Safeguarding training has been provided both in person and via the Ambition Academy to all staff.
	On-going	JW/ YS	10) Consider and deliver a collective community safety package of training for Elected members.	Members have undergone Domestic Abuse and Prevent Training during 2025/26 In 26/27 further training will be programmed for elected members including members who have volunteered to be Safeguarding Champions
Comms	On-going	JW/ YS /SM	11) Produce a NSDC information sheet of community safety campaigns (newly developed or existing) for: a. Anti-social Behaviour (ASB) b. Domestic Abuse (DA) c. Violence Against Women & Girls (VAWG) d. Prevent (Counter-Terrorism) e. Modern Slavery & Human Trafficking f. Hate g. Serious Violence (linked with VAWG) h. Fraud i. Neighbourhood Crime	26/27 the corporate website update is taking place which will enable the community safety pages to be updated. A revised ASB Report It poster has been designed and will be used in areas where there is believed to be under reporting. Relevant campaigns are promoted through our Comms team such as ASB Week, White Ribbon Campaign and promotion of the VAWG agenda.
	Completed	YS /SM	12) Embed quarterly meetings with the Comms team to review and update the events calendar for consistent forward planning in relation to the afore-mentioned campaigns	Regular meetings currently held with Comms for ASB and Domestic Abuse. These need to be extended to include the other areas and take place on a monthly basis to ensure we are capturing all comms as these can be changeable, particularly around events.

	YS /SM /KS	13) Provision of material to educate and raise awareness and provide information on reporting pathways.	<p>Report It campaign leaflets are used in areas where there is believed to be under reporting and where there is an increase in ASB. New fridge magnets detailing reporting pathways distributed at Community Safety events.</p> <p>DA/VAWG campaign materials obtained and distributed in line with national events.</p> <p>Active involvement by Community Safety on the Cocaethylene nights of action. Materials distributed within the nighttime economy to raise awareness.</p>
April 2027	YS /SM /KS	<p>14) Review and refresh of NSDC community safety web pages with signposting to include:</p> <ul style="list-style-type: none"> a. Anti-social Behaviour (ASB) b. Domestic Abuse (DA) and Sanctuary c. Hate d. Prevent (Counter-Terrorism) e. Modern Slavery & Human Trafficking f. Violence Against Women & Girls (VAWG) g. Victim Care 	<p>26/27 the corporate website update is taking place which will enable the community safety pages to be updated.</p> <p>Intranet pages have been refreshed and updated for NSDC staff linked to DAHA but has enabled all safeguarding information including Prevent, Modern Slavery, safeguarding and referrals and sanctuary to all be updated and clear processes set out for referrals.</p>
Completed	YS /KS	<p>15) Display the below corporate policies on the web pages (inter/intranet)</p> <ul style="list-style-type: none"> ✓ Domestic Abuse ✓ Safeguarding ✓ ASB 	<p>We have adopted the Nottinghamshire District Councils and Borough Children and Adult Safeguarding Policy, and a link is provided from our website.</p> <p>Domestic Abuse Policy has been reviewed as part of the DAHA process in 2025 and updated on website</p>

				ASB Policy was completed in August 2025 and will be added to the website Feb 2026
	Summer 26	YS/ KS	16) Pro-active promotion of Crimestoppers, NeighbourhoodWatch, PubWatch and ShopWatch	<p>Pubwatch and Shopwatch are under full review pending a new radio provision. Further work is programmed on this in June 26. When this is complete, details will be uploaded to website.</p> <p>It is intended to add further information about crimestoppers and neighbourhood watch to the website Summer 26</p>
Partnership Meetings	On-going	YS/ SM/ KS	<p>17) To continue to chair, support and nurture partnership meetings, improving relationships, building on the quality of shared information, and working together to prevent crime and ASB.</p> <ul style="list-style-type: none"> • ASB Panel • Vulnerable Person Panel • Newark and Sherwood Safeguarding and Disruption Panel 	<p>CSP review for attendance at meetings has been placed on hold pending LGR.</p> <p>Good representation from all agencies at ASB Panel, VPP and the Safeguarding and Disruption Panel with agreed chairing responsibilities between agencies.</p>
Education	Ongoing		18) Support the Violence Reduction Partnerships role out of schools-based healthy relationship programmes (Serious Violence/VAWG)	Training involving healthy relationships to be utilised in local schools and provided by Equation.
	Completed		19) Consideration of opportunities for ‘consequential thinking’ training at primary school level.	<p>The School Safety Challenge is now being held annually until LGR and is a great success. Participation by the local schools is increasing year on year and allowing us to reach up to a 1000 children per year and provide them with knowledge, skills and consequential thinking on a variety of topics around safety, crime, ASB, first aid, drugs, vehicle safety and wildlife crime.</p> <p>The provisions of the education change annually and are chosen and organised to ensure the topics are relevant for our district.</p>

				Prison Me No Way has been delivered into all Secondary schools within the district over 2025 and further funding has been provided by NSDC to continue this through 2026. An excellent programme with consequential thinking on hard hitting topics that affect young people in our district.
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Objective 2: Deter offending behaviour through pro-active approaches

Data Analysis	Completed	CSP	1) Agree the frequency and content of analytical products our Analyst can produce at a local level for NSDC to ensure we are sufficiently monitoring: <ul style="list-style-type: none"> a. Anti-social Behaviour (ASB) b. Domestic Abuse (DA) c. Violence Against Women & Girls (VAWG) d. Prevent (Counter-Terrorism) e. Modern Slavery & Human Trafficking f. Hate g. Serious Violence h. Fraud 	Analyst currently provides data on crime types and ASB. Further data is regularly requested with regards to specific areas or individuals when looking at the preparation for enforcement. Other data can be requested on an ad hoc basis.
	Completed	JW /YS	2) Use the analytical products to inform operational planning in an organised and consistent approach with key partners.	Analytical data is requested and used in all planning including events, prevention, and enforcement.
Visible signage	Completed	YS	3) Implementation and placement of PSPOs in key locations, supported by pro-active enforcement by Police and Community Protection Officers.	PSPO's have been in place since Sep 24 and are regularly being used, particularly by the police in the prevention of ASB whereby dispersals are being issued, along with enforcement on the consumption of alcohol by a

				<p>small part of the community who regularly drink in the street and cause issues once under the influence of alcohol.</p> <p>PSPO's review will need to undergo a review in 2027 and the process for that will be diarised for winter 2026.</p> <p>Appropriate signage has been placed around the district.</p>
	Ongoing	JW /YS	4) Placement of CCTV with signage in key locations.	<p>Another 10 cameras have been upgraded in the financial year 25/26. The upgrades have significantly improved the quality of the evidence recorded and has been used in numerous investigations by both the police and the council. More cameras will be replaced in 2026.</p> <p>The new CCTV control room has been built and is undergoing the final technical installs and training prior to opening on 1/4/2026. All staff have been recruited.</p>
	Completed	YS	5) Uniformed Community Protection Officers to wear body worn cameras to aid with safety of the officer and the collation of evidence for potential prosecution.	<p>Body worn cameras are now routinely being used by Housing colleagues in addition to Community Protection Officers and are available to other officers should it be necessary. Planning enforcement officers have requested the use of BWC during their enforcement responsibilities.</p> <p>NSDC has purchased a drone which can be used for a variety of purposes within Planning enforcement, Environmental enforcement and the prevention/detection/enforcement of ASB.</p>
Broken Window theory	Ongoing	SM	6) Pro-actively engage with households that present untidy/littered gardens and properties to educate, advise and support them in improving and maintaining standards.	Estate walks are conducted on a regular basis with a variety of agencies dependent on the issues present in that area. Action may be taken on any tenured property should there be an issue that can be addressed.
Diversionary Activity	Ongoing	YS/ SM	7) Look for and consider opportunities for diversionary activity, especially those that encourage tolerance and integration.	A variety of funding has been provided by the OPCC for 2025 – 2027 in the form of POP funding and Situational Crime funding. This has been used to target harden Sconce and Devon Park, funding for the School Safety

				<p>Challenge, an upgrade to the CCTV Wifi within Newark town centre, and knife wands.</p> <p>NSDC provided funding for secondary schools within the area to undertake an education package from Prison Me No Way and this has also been funded for 2026/2027. In addition, NSDC is funding diversionary activities with Extreme Wheels, other activities within Sconce and Devon Park and the provision of the School Safety Challenge for 2027/2028.</p>
Thematic Initiatives				
Operational Activity	December 2026	YS	8) Create and implement safe spaces for women and girls to reduce levels of fear (VAWG)	<p>As a result of the VAWG, Walk in my Shoes Survey an area on Middlegate j/w Stodman Street has been identified as a 'Hot Spot' area and a 'Help Point' will be considered for this location once the new CCTV Control Room is open.</p> <p>It has also been recommended that the lighting in the area is reviewed/replaced/cleaned, and discussions are being held with VIA to facilitate this.</p>
	April 2026	YS	9) Consider the tactical use of ANPR and CCTV cameras to pro-actively observe criminal and harmful behaviour	<p>There is a high expectation that the new control room will allow the controllers to work in partnership, proactively with the police not just to deter crime but assist in the detention of more individuals involved in crime. There is no access to ANPR cameras within the district and these are solely monitored by the police.</p>
	Ongoing	JW/ YS	10) Target hardening	<p>Where a hotspot area is identified the Designing Out Crime Officer (DOCO) will be requested to carry out an assessment of the area and provide recommendations.</p>
	Completed	YS/ NR	11) Sanctuary Scheme	<p>The Sanctuary Scheme is an ongoing provision that provides essential security measures at the homes of survivors of domestic abuse, allowing them to stay in their homes.</p> <p>This scheme is available across all tenures of properties.</p>

Objective 3: Improve visibility of and accessibility to services and support				
Visible, physical presence	Ongoing	YS/ SM	<ul style="list-style-type: none"> • Provide high visibility patrols in hot spot areas and other key locations. Activities to be included: <ul style="list-style-type: none"> • Regular patrols of designated high crime/ASB areas. • Partnership working with Parishes to encourage reporting, attend PC meetings and build relationships with the communities. 	<p>The 4 Community Protection Officers are working hard to get to know their patch areas and are building relationships with parishes, businesses and the public.</p> <p>Hot spot patrols continued after March 2025 although the areas designated are much smaller. The patrols are being shared between the Community Protection Officers and the local police teams.</p> <p>Nights and days of action have taken place in Newark Town Centre in May 25 where we promoted education on Cocaethylene. An ASB patrol night of action took place in Farnsfield in Sept 25 following increasing reports of ASB in the area. This was undertaken in partnership with the local police beat team.</p> <p>A further day of action took place in Nov 25 whereby staff members assisted in the clean up of Boughton.</p>
	Ongoing	YS/ SM/ KS	<ul style="list-style-type: none"> • Attendance at programmed local events within all geographical areas to deter ASB and provide a better customer service. 	<p>A busy programme of events takes place throughout the district every year. Where it is necessary and feasible the Community Protection Officers provide support and attend, to deter ASB along with policing team colleagues.</p> <p>In 2025 we attended The Dragon Boat Race, the Paddle Boat Race and Christmas Light turn on in Newark, Ollerton and Southwell.</p> <p>In 2026 we currently have the following planned in but requests are likely to increase through the year:-</p> <ul style="list-style-type: none"> Paddle Boat Race Extreme Wheels events across the district Positive Pathways – diversionary sports activity across the district

Virtual Access	Ongoing		<ul style="list-style-type: none"> • Use of social media to promote services. • Regular programme of social media releases on projects, events, and local issues 	<p>Social media is regularly used to promote events and to quickly disseminate information to the public.</p> <p>In 2025 we advertised the Flood Mary event offering flooding advice and signposting our residents, dog events, diversionary activities such as Extreme Wheels, Balderton Graffiti Project and cooking projects.</p>
			<ul style="list-style-type: none"> • Promotion of ASB Team, Community Protection Officers on social media to allow greater contact/communication 	<p>Comms do regular social media releases when we have taken enforcement (i.e. Closure Orders etc.), diversionary activities, community engagement and pop-up responsible dogs/stray dogs, as well as regular ASB report it social media releases. Some of these are preplanned events but the enforcement updates require the information to be shared quickly and rely on the Comms team to ensure the releases are accurate and provide sufficient information for our residents.</p>

Objective 4: Build social capital through positive and targeted engagement

Engagement	On-going	SM	<ol style="list-style-type: none"> 1) ASB Officers and Community Protection Officers and Housing Wardens to pro-actively plan regular site visits to <ol style="list-style-type: none"> a. familiarise and promote themselves with their local geographical areas, businesses, and residents, especially where there appears to be a lack of reporting. b. Offer advice and signpost support services 	<p>Regular estate walks take place throughout the year involving staff members from NSDC and other partner agencies when required.</p> <p>‘Report it’ campaigns are completed in areas where there are issues but there is a general lack of reporting throughout the district which is tackled regularly.</p>
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	On-going		2) Help develop, implement, and encourage membership of local Neighbourhood Watch (NHW) Schemes NottsWatch, identifying and supporting potential 'Neighbourhood Alerts'.	A Neighbourhood Watch Scheme was implemented by Balderton Parish Council as part of Safer Streets 5. Further projects would be considered where funding allows.
	On-going	YS /SM /KS	3) Where funding opportunities arise, consideration of providing multi-agency events/consultation within the community	<p>Every opportunity will be taken to apply for funding where available.</p> <p>School Safety Challenge is a multi agency event which has been taking place since 2024 and due to run until 2027.</p> <p>In 2025 Positive Pathways A4T secured OPCC funding to deliver range of sporting activities across the district – NSDC were part of the muti-agency group supporting the bid.</p> <p>Diversionary activities at Sconce Park delivered by the Park Rangers are being organised for 2026. This is being provided via the Situational Crime funding.</p>

Objective 5: Look for opportunities to raise aspirations and help achieve them

Positive Messaging	Ongoing	YS/ SM	1) Pro-actively address truancy, working with schools to identify and tackle attendance issues.	All Secondary education and some primary education provision attends the ASB panel where information and actions arising are heard about young people who are involved in ASB within the district. The young people heard at this panel often fail to attend regularly at any educational provision and are either being home schooled or are being educated at an alternative provision.
	Ongoing	YS/ SM	2) Consider opportunities to tackle the normalisation of drug taking.	All Secondary education schools including alternative provision have been given the opportunity to host Prison Me No Way and this will continue throughout 2026/2027. An area that is included in their education package is the risks of drug taking and the impact this can have on the individual, their families and the community.
	Ongoing	YS? SM	3) Use of voluntary tools such as ABC's very early on to direct and focus young people.	NSDC follows a young people enforcement process and ABC's form part of that and will be considered when necessary.

	Ongoing	YS/ SM	4) Enable staff to be familiar and confident with educational and work pathways to advise and signpost young people needing direction	All staff who work with young people are aware of the relevant pathways and can signpost. Regular attendance by representatives from youth justice and youth services at the ASB Panel and other multi-agency meetings.	
	Ongoing	YS/ SM	5) Consider opportunities to incentivise positive decision-making and behaviour	Where an individual has been subject to either informal or formal interventions and has rectified their behaviour, diversional activities will be sought for them to reward them for their improved behaviour and to continue their non engagement in ASB.	

Response

We want to take a positive and robust approach to dealing with complaints of unacceptable and offending behaviour, parallel and proportionate to the support offered

Method	By when	Lead	Action(s)	Update(s)	R A G
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Objective 6: Consolidate clear and efficient pathways from point of report to close of case

Case Management	Completed	YS	1) Provision of clear procedures that are understood and adhered to by all relevant staff dealing with reports and delivery of enforcement paperwork	Processes/procedures have been developed but these are under constant review to ensure we are delivering in the best way possible to our customers.	
	April 2026	YS	2) Implementation and embedding of procedures for all cases, to include the completion of ASB risk assessments.	ASB risk assessment being used for all cases and regularly reviewed during the investigation to ensure that appropriate actions are being taken with all victims.	

	Ongoing	YS	3) All aspects of case management to be recorded on Uniform system and system to accurately reflect the status of every case at any given time (within 24hrs of action). Ensure that no cases are left open unnecessarily for long periods of time.	The usage of Ecins throughout the county is patchy and discussions are ongoing with Nottinghamshire police about the future of Ecins and whether it requires a complete overhaul with a retraining package and a strategy and focus for the county. This is still to be decided, and we currently are not using the system.
Effective use of legislation	Ongoing	YS	4) Focus on prevention and early intervention through pro-active use of voluntary interventions such as Acceptable Behaviour Contracts (ABCs) early on	All ASB involving young people follows an agreed process. ABC's will always be considered as part of that process.
	Ongoing	YS	5) Well considered use of the tools and powers available under the ASB, Crime & Policing Act 2014 in civil proceedings and to support criminal charges, informed by effective and expeditious evidence gathering	All tools and powers are utilised where required and there has been an increase in enforcement action taken over the last couple of years which has in the main been very successful with a positive impact on the lives of those suffering ASB/Crime.

Objective 7: Use evidence-based decision making in resourcing and funding opportunities

POP Funding	2025 - 2026		1)Work with the local police beat teams to establish the best use for the funding and for it to support or integrate with the Situational Crime Funding	Pop Funding for 25/26 has been used to upgrade the WiFi for the CCTV system within Newark town centre. This will enable the cameras to be utilized better and provide clearer and more robust evidence for the enforcement of crime and ASB in the area.
Situational Crime Funding	2025 - 2027	YS/ SM	2)Work with the local police beat teams to establish the best use for the funding and for it to support or integrate with the POP Funding.	Target Hardening of Sconce and Devon park is underway to make the access to the area more secure and prevent unlawful use, therefore making lawful users feel safer, preventing damage and public nuisance. School Safety Challenge took place at the park in 2025 and will continue to take place at the venue until 2027. In addition, further consequential thinking activities will be promoted and run by the park rangers throughout 2026.

				<p>Knife Wands – these have been provided to the police to allow them to quickly detect knives or other weapons that individuals may be carrying, particularly during the nighttime economy.</p> <p>In addition to the Knife Wands, bleed cabinets have been provided throughout the town centre and to include the local train stations in order that the public can take appropriate action in the event of a stabbing.</p> <p>Extreme Wheels will be holding events at the park as part of the diversionary activities package to deter and prevent ASB</p>
Other Funding				

Objective 8: Work with partners to solve local issues

	February 2026	JW/YS	1) Attend Nottinghamshire Police MAPPS meeting to ensure agreement with priorities and share information as to issues in the locality.	Regular attendance at MAPPS enabling discussion on the priorities within the local community.
			2) The panel meetings, ASB, VPP, NSD, CCE, MACE to be attended.	Regular attendance at all panel meetings to allow for effective sharing of information.

Objective 9: Reflect the community’s needs in our service delivery

	March 2025	YS	1) Ensure all analytical products provide the appropriate information at regular intervals to coincide with any planning.	Police Analyst is the main source.
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Support

We want to ensure that victims, witnesses, and vulnerable people have the support they need

Method	By when	Lead	Action(s)	Update(s)	R A G
Objective 10: Provide a customer focused, responsive service that has a robust approach to assessing the individual risk and support needs of victims and vulnerable people, whilst addressing any safeguarding issues.					
	On-going	JW/ YS	1) Ensure referral pathways are clear and accessible to all staff and members of the public where appropriate for: <ul style="list-style-type: none"> a. Victim Care b. The Family Service c. CGL – drug and alcohol support d. Futures NEET e. Women’s Aid f. Equation g. Suicide Prevention h. Prevent (Counter-Terrorism) i. Modern Slavery & Human Trafficking j. Hate k. Fraud 	Robust training has been provided to all staff in 2025 and the intranet has been updated to ensure that staff are aware of all referral pathways. Further work to be undertaken in 2026 with the website and the reporting of safeguarding/DA issues via ESB.	

Objective 11: Develop a pro-active approach to all work that considers 'contextual safeguarding' and enables the identification of those who are vulnerable and/or at risk of exploitation in extra familial settings

	On-going		1) Provide training for staff on 'contextual safeguarding'	Online safeguarding training is available for all staff via Ambition Academy and where it is required with roles, face to face training has been provided on both safeguarding and DAHA.	

Objective 12: Pro-actively promote support services

	On-going	YS/ SM	3) Women's Aid and Equation	Proactive support given at all opportunities to Women's Aid and Equation. The promotion of these services is both inward and outward facing.	
			4) CGL	CGL is often referred to in signposting or recommended pathway.	
			5) Victim Care	Referrals frequently made to victim care and the victim care fund is used to assist people to feel safer in their homes.	

Collaborative Working

We want to ensure that all relevant agencies collectively engage with and contribute to resolving local issues

Method	By when	Lead	Action(s)	Update(s)	R A G
Objective 13: Ensure we are legally compliant through GDPR and any other relevant legislation to enable affective contribution and engagement from all key partners.					
Legal Compliance	On-going	JW/ YS	1) Work with Information Governance to ensure there are sufficient information sharing agreements (ISAs) in place for all relevant partners.	26/27 ISAs to be reviewed.	
	On-going	JW/ YS	2) Provision of appropriate confidentiality agreements/documents that are available to be used for any partnership meeting in person or virtual.	26/27 to be reviewed.	
	Completed	JW/ YS	3) All relevant staff to complete mandatory GDPR training	GDPR training is available on the LMS Ambition Academy and has been completed by all staff. Staff are reminded via the system when the training is required to be undertaken again.	

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Objective 14: Ensure that we have appropriate, regular, and consistent opportunities for officers to share information and contribute to the process of reducing the risk of harm.

Partnership Forums	On hold	BNS CSP	1) As a CSP, review the terms of reference for the strategic and operational groups, incorporating the new strategy and delivery plans to monitor and measure performance.	CSP review has been placed on hold pending LGR.	
	On-going	JW/YS	2) Represent BDC as their lead officer at county led partnership groups/boards/meetings for: a. Prevent b. VAWG & SV – VRP c. Domestic Abuse d. ASB e. CCE/CSE	All meetings are attended by representatives from the CSP but this is to be reviewed to ensure the best use of resources in attendance.	
	Ongoing	JW/YS/MS	3) Review the Community Trigger/ASB Case Review process across the CSP to ensure consistency and confidence for both staff and the public.	Full review has not been completed by the county, however there is a notable increase in the reviews being requested which is putting a strain on resource. Reviews are therefore not being completed within recommended time frame and it is necessary to outsource some of these to ensure completion.	
	Ongoing	JW/YS	4) Work with Probation and other agencies, to identify and manage those who are going to be released from custody, to help integrate them back into the community, away from circumstances that may have contributed to their offending.	Some discussion around prisoners being released from prison is discussed at MAPPS where relevant. Consistently work with Probation when dealing with their clients who may be causing issues within the community.	

RAG Classification	
RED STATUS	Actions underway but no significant change in target and performance measure.
AMBER STATUS	Actions underway with evidence of significant shift and direction of travel in target and performance indicator.
GREEN STATUS	Targets and measures met.



Report to: Policy & Performance Improvement Committee – 16 March 2026

Director Lead: Deborah Johnson, Director Customer Services and Organisational Development

Lead Officer: Fiona Kerry, HR Business Partner, fiona.kerry@newark-sherwooddc.gov.uk

Report Summary	
Report Title	Gender Pay Gap Report – March 2026
Purpose of Report	To appraise the committee of the current position at NSDC in relation to the gender pay gap.
Recommendations	That the committee notes the content of the report in relation to the positive position of our gender pay gap.
Reason for Recommendation	The Council’s position in relation to the gender pay gap is positive. It is impacted in a small way by several different factors as opposed to there being a particular area of concern.

1.0 Background

- 1.1 The Gender Pay Gap (GPG) legislation which was introduced in April 2017 requires private and public sector employers with more than 250 employees to report the following information on an annual basis:
- The difference between the mean hourly rate of pay for male and female employees expressed as a percentage of men’s mean pay.
 - The difference between the median hourly rate of pay for male and female employees expressed as a percentage of men’s median pay.
 - The proportion of men and women in each quartile of the pay bands.
 - The gender pay gap for any bonuses paid out during the year. (This is not relevant for this report as NSDC do not pay bonuses).

The GPG looks at the average earnings for both males and females across all roles in an organisation to see whether there is a disparity. This is based on a snapshot of data for the previous March so, in this case, the data is as of 31 March 2025.

Calculations are based on ordinary pay which includes basic pay and allowances such as market supplements, shift pay, on-call and stand-by. Payments that are excluded are: payments for overtime, redundancy payments, and sums relating to termination of employment. Also excluded are employees on reduced pay due to family or sick leave.

A positive number in relation to the GPG, mean or median, reflects that men are, on average being paid more than women. A negative number reflects that women are being paid, on average, more than men.

The pay quartiles lists all hourly rate data, for in scope employees, in order smallest to largest and split the data into 4 equal sections: Lower quartile (Q1), lower middle quartile (Q2), upper middle quartile (Q3), and upper quartile (Q4).

The GPG is not the same as equal pay. Equal pay refers to the fact that, by law, men and women must get equal pay for 'equal work'. At NSDC a recognised and tested job evaluation scheme (Greater London Provincial Councils) is used to allocate grades to roles, along with national pay awards, to ensure that grades are allocated in a fair, transparent, and consistent manner.

2.0 Current position

2.1 The GPG at NSDC is:

Mean	3.41%	The mean is calculated by adding up the total salary for each gender (as outlined in the reporting regulations) and then dividing the result by the number of employees of that gender. The difference between these two figures is then reported as a percentage of men's mean pay. At present, men are paid, on average, £0.61 pence per hour more than women when looking at the mean.
Median	-6.77%	The median is calculated by producing a list of salaries in numerical order for each gender. The median is determined by identifying the middle number for each gender. The difference between those two figures is then reported as a percentage of men's median pay. At present, men are paid, on average, £1.02 pence per hour less than women when looking at the median.

2.12 Our mean GPG is currently narrower than at any point since 2018. The mean can, however, be skewed by particularly high or low outliers and, as a result, the median is considered a better indicator of average earning.

Our median GPG has been reducing / narrowing steadily since 2020 and is currently lower than we have reported at any point.

That our median is lower than our mean suggests that the mean is skewed by a small number of higher earners.

2.13 The ONS is currently predicting a median GPG across all industries of 6.9% with men being paid, on average, £1.40 per hour more than women. In comparison, our median GPG of -6.77% has women being paid more per hour, on average, than men.

Results have not yet been published for other Local Authorities in our area but, in relation to last year's reporting, we also compare favourably as the average median reported was 0.4% which, whilst small, still has men being paid, on average, more than women per hour.

2.14 Statutory reporting only requires for us to publish data in relation to the whole organisation but, given that our GPG is relatively narrow (in relation to the mean), and positive in favour of women (in relation to the median) a more detailed

analysis of the data has been carried out in order to understand what might be driving this positive position.

This has identified the following:

- Median - that at Officer level and Business Manager level, we have parity (business manager) and a negative GPG in favour of women (officer).
- Mean – that at Officer level and Business Manager level, the mean GPG is narrower than for the whole Council.
- That we have almost equal numbers of men and women at Director level but that the small data set skews the figures in relation to that specific category of employees, and our overall GPG.
- That when looking at full-time employees only, both the mean and median are smaller than for the whole Council reflecting a more positive situation for women.

This suggests that, when the small number of higher earners are taken out of the data, men and women earn, on average, very similar amounts.

In addition, whilst the data is slightly skewed by being such a small sample, the number of men and women at Director / Chief Executive Level, at the snapshot date, was almost a 50/50 split.

Taken together, this suggests that there are no inherent blockers for women when progressing through the organisation, or when joining the Council at a range of levels.

Aside from the small number of high earners which have impacted our mean GPG, it is also impacted by the data in relation to part-time workers. When looking at part-time employees only, the GPG, for both measures is higher than for the whole Council but this is skewed by the fact that there are a relatively small number of men working part-time compared to women.

2.2 In relation to pay quartiles:

Quartile	Men	Women	Total	% Men	% Women
Lower Quartile	87	65	152	57%	43%
Middle Quartile	61	91	152	40%	60%
Upper Middle Quartile	57	95	152	38%	62%
Upper Quartile	75	76	151	50%	50%

The upper and lower quartiles have remained relatively stable between 2024 and 2025. There has been more change in the middle quartiles with the gap between the proportion of women and men in Q2 reducing and more women falling into quartile 3. This change within the mid quartiles is likely to have supported the reduction in our GPG.

3.0 Recommendations

- 3.1 The purpose of gender pay gap reporting is to create transparency and accountability in the workplace and to ensure that there is a focus on addressing any disparity in pay between men and women.

The outcome can be influenced by higher representation of men or women in particular roles, societal norms, or the impact of factors like maternity leave or caring responsibilities on careers.

- 3.2 Whilst our data continues to show a positive figure for our mean GPG, it has reduced and remains low, and our median GPG, a better indicator of average earnings, is - 6.77%.

When looking at potential reasons for the results, it is the case that several factors make a small difference and that this has a cumulative impact rather than there being any one area where there are significant concerns.

- 3.3 At NSDC, the data suggests that the key factors impacting our GPG may be:
- Higher representation of men than women in some roles
 - A higher number of women working on a part-time basis

Overall, however, the pay quartiles, and the breakdown of role levels, and of full-time employees reflects that there are no inherent blockers to progression through the organisation for women.

3.31 Higher representation of men than women in some roles:

There are certain roles, such as Surveyors, Grounds Maintenance Operatives, Waste Management Operatives, or Trades Operatives for example, which are predominantly filled by men. Whilst this is not due to a particular focus on recruiting men, these roles tend to attract a greater number of men. In addition, in relation to Surveyors and Trades Operatives for example, the pool of candidates tends to be small which means the Council struggles to recruit overall.

Having an element of 'role segregation' in this way, although not intentional, does impact the GPG and is, therefore, an area we can consider as part of our work to address this.

We already do have some women in these typically male dominated posts with 2 female Waste Management Operatives, 2 female Grounds Maintenance Operatives, 1 female LGV Driver, 2 female Street Cleansing Operatives, and 1 female Joiner.

We also have 1 female surveyor who began with us as an apprentice and is now one of the most senior surveyors within her team.

As a Council, we don't propose any element of positive discrimination but a more holistic approach which includes ensuring that any photographs we have that include our people ensure that women are shown in all of our roles. It is important that when we go to schools or careers fairs, for example, we can show women working in what might be seen as more male dominated roles such as ones related to construction, ICT, or more front-line operations roles. It is important that women and girls can see that they are not limited and there is no such thing as 'women's work' and 'men's work'. This also extends to our wider advertising materials outside of careers fairs – normalising seeing a woman in a trades operative role for example.

It is really important to note with this that this should not be done solely with the view of improving our GPG – as a Local Authority, we should be reflecting the demographic of our residents as much as possible and ensuring that men and women are in all roles, at all

levels of the Council, helps us to do this as well as supporting recruitment to what can be hard to fill roles.

In addition, where we do have hard to fill roles, it can be beneficial to look to 'grow our own'. In this case, the widest view possible should be taken in relation to transferrable skills ensuring that both men and women are supported to develop their careers within the Council.

3.32 A higher number of women working on a part-time basis:

This is a factor which certainly impacts our GPG as is shown by the results when looking at part-time workers only (both the mean and median outcomes are wider than when considering the whole Council).

The proportion of part-time workers that are women is significantly higher (81%) than men and women are represented more significantly in all quartiles when looking at part-time roles except for in the upper quartile where the split is much closer.

Societally, it is still more common for women to work part-time than men, so the figures above are unlikely to come as a surprise. The reason this impacts our GPG is because roles designed as part-time are more likely to be lower paid roles – this is demonstrated at NSDC in that only 17% of part-time roles fall within the upper quartile.

As an employer, the Council cannot impact societal factors such as it being more likely that women carry out the majority of caring responsibilities, for children and older parents, but what we can do is be proactive in supporting women to remain employed at a level which matches their skills and experiences even when they do wish to change to part-time so that they are not under-employed. Additionally, we can ensure that men, at all levels, are supported to work part-time, if they choose. In both cases, flexible working requests will always be considered against the operational impact.

During the financial year up to Q3, 17 requests for flexible working were made. 7 were from men and 10 were from women so the split is quite even. All request that were seen through were approved but 4 out of the 17 were withdrawn. 3 out of these 4 were ones made by men. What is more impactful in relation to our GPG however, is that, of the 17 requests, only 2 were from post holders earning in the upper quartile and one of those was for condensed hours as opposed to part-time working.

What is unknown is whether there are post holders within this quartile who would like to request part-time working but feel that they can't, or whether there are people who, due to a need to work part-time from the outset do not apply for those higher paying roles.

Looking at internal movements throughout the Council during this financial year, 55% of moves were made by women so again, as is shown by the GPG for officers, business managers, full-time workers, this suggests that there are no blockers to women progressing through the organisation.

What we can do, as an employer, is ensure that when looking to support progression within the organisation, we remain open to flexible ways of working and that, where possible, we promote roles at all levels as being open to flexible working where this is operationally feasible. The intention being that women will be encouraged, and feel able, to apply for roles which meet their skills level and not be restricted by a need to work part-time.

4.0 **Implications**

In writing this report and in putting forward recommendations, officers have considered the following implications: Data Protection; Digital & Cyber Security; Equality & Diversity; Financial; Human Resources; Human Rights; Legal; Safeguarding & Sustainability and where appropriate they have made reference to these implications and added suitable expert comment where appropriate.

Implications Considered			
Yes – relevant and included / NA – not applicable			
Financial	NA	Equality & Diversity	Yes
Human Resources	Yes	Human Rights	NA
Legal	NA	Data Protection	NA
Digital & Cyber Security	NA	Safeguarding	NA
Sustainability	NA	Crime & Disorder	NA
LGR	NA	Tenant Consultation	NA

HR and Equalities

- 3.1 The purpose of GPG reporting is to highlight areas to work on to reduce pay disparity between men and women. As a Council, we are confident that there are no barriers to progression for women within the organisation, but it is important to ensure that we support women and girls within our district to be open to the widest possible range of careers, and that we support women in our workforce to make full use of their skills, knowledge and experience.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

None



Report to Policy and Performance Improvement Committee Meeting, 16th March 2026

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

Lead Officer: Mark Randle, Transformation and Service Improvement Officer

Report Summary	
Report Title	Presentation by the Portfolio Holder for Housing
Purpose of Report	Update on role of the Portfolio Holder for Housing
Recommendations	That the Policy & Performance Improvement Committee: a) note the contents of the report.

1.0 Background

- 1.1 At the Policy & Performance Improvement Committee (PPIC) meeting held on 29 January 2024, Members agreed a process for Portfolio Holders to be invited to meetings of the Committee. This enabled the Portfolio Holder to brief the Committee on their remit and current and future plans and projects. It would also offer the Committee opportunity to ask focussed questions of the Portfolio Holder. This process ran from March 2024 to March 2025.
- 1.2 At the Policy & Performance Improvement Committee meeting held on 14th April 2025, Members agreed to a change in the process for Portfolio Holders attending Committee.
- 1.3 The new change in process requested that Portfolio Holders report back on 'specific areas' of their Portfolio, which will be requested by the Committee. Portfolio Holders are asked to produce a short report in answer to these specific areas. They will present back to the Committee and then take questions.

2.0 Proposal/Options Considered

- 2.1 This report relates to the Portfolio Holder for Housing Cllr Lee Brazier

The Committee has requested information on:

1. In light of the performance on time taken for housing repairs and turnaround of empty properties remaining well below target despite the restructuring of the Housing Team, what further measures do you intend to take to improve performance and meet these targets? When can we expect the targets to be met once again and please confirm that you will not be reducing the targets to make them easier to meet?
2. Members are aware that the Regulator of Social Housing is due to inspect the Council's housing service shortly. Can the Portfolio Holder outline how the Council is preparing for this inspection, what the inspection will focus on, and what it means for residents, members, and staff at this stage?
3. As the Council continues to plan for Local Government Reorganisation, can the Portfolio Holder explain how housing services will be protected during the transition, and how the Council will ensure that tenants remain central to decision making throughout this process?

3.0 Implications

In writing this report and in putting forward recommendation's, officers have considered the following implications: Data Protection, Digital and Cyber Security, Equality and Diversity, Financial, Human Resources, Human Rights, Legal, Safeguarding and Sustainability, and where appropriate they have made reference to these implications and added suitable expert comment where appropriate.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- **Full Council Report 8th March 2022** – Proposals for the new governance arrangements.
- **PPIC Report 29 January 2024** - Attendance by Portfolio Holders to Future Meetings of the Policy & Performance Improvement Committee
- **PPIC Report 14 April 2025**- Attendance by Portfolio Holders to Future Meetings of the Policy & Performance Improvement Committee



Report to: Policy & Performance Improvement Committee – 16 March 2026

Director Lead: Sanjiv Kohli, Deputy Chief Executive, Director - Resources

Lead Officer: Nick Wilson, Business Manager – Financial Services

Report Summary	
Report Title	Projected General Fund and Housing Revenue Account Revenue and Capital Outturn Report to 31 March 2026 as at 31 December 2025
Purpose of Report	<p>To update Members with the forecast outturn position for the 2025/26 financial year for the Council’s General Fund and Housing Revenue Account revenue and capital budgets.</p> <p>To show performance against the approved estimates of revenue expenditure and income; report on major variances from planned budget performance; and report on variations to the Capital Programme for approval; all in accordance with the Council’s Constitution.</p>
Recommendations	<p>That the Policy & Performance Improvement Committee note:</p> <p>(a) the General Fund projected outturn variance of £0m;</p> <p>(b) the Housing Revenue Account projected favourable outturn variance of £0.117m to the Major Repairs Reserve;</p> <p>(c) the Capital Programme revised budget and financing of £53.759m.</p>

1.0 Background

1.1 Overview of General Fund Revenue Projected Outturn for 2025/26

Current position (as at 31 December 2025): variances

1.1 *Table 1* shows a projected favourable variance against the revised budget of £0.385m on Service budgets, with an overall variance of £0m that would need to be transferred to the General Fund reserve. This is based on meetings which took place with Business Managers during January, whereby they have analysed actual income and expenditure to 31 December 2025 and forecasted forward to the end of March 2026 the additional income and expenditure currently expected to be incurred. Further details of the variances projected against portfolio holder budgets are in **Appendix A**.

Table 1: General Fund revenue outturn for 2025/26 financial year as at 31 December 2025

	Original Budget £'m	Revised Budget £'m	Projected Outturn £'m	Variance £'m
Climate and the Environment	3.480	2.844	2.256	(0.588)
Health, Wellbeing and Leisure	0.914	1.097	0.838	(0.259)
Heritage, Culture and the Arts	0.858	0.952	0.792	(0.160)
Housing	0.360	0.308	0.518	0.210
Public Protection and Community Relations	3.423	3.654	3.601	(0.053)
Strategy, Performance and Finance	9.683	11.187	10.876	(0.311)
Sustainable Economic Development	2.004	2.434	2.075	(0.359)
Vacancy Factor & Notional Savings	0.000	(1.135)	0.000	1.135
Net Cost of Services	20.722	21.341	20.956	(0.385)
Other Operating Expenditure	5.120	5.063	5.062	(0.001)
Finance & Investment Income/Expenditure	(1.572)	(1.572)	(1.728)	(0.156)
Taxation & Non-Specific Grant Income	(25.230)	(25.251)	(25.775)	(0.524)
Net Cost of Council Expenditure	(0.960)	(0.419)	(1.485)	(1.066)
Transfer to/(from) Usable Reserves	0.316	(1.110)	0.001	1.111
Transfer to/(from) Unusable Reserves	0.644	1.529	1.484	(0.045)
Transfer to/(from) General Reserves	0	0	0	0

- 1.2 An favourable variance of £0.385m is currently being projected on service budgets managed by business managers. This represents 1.84% of the total service budgets. A variance analysis is detailed at **Appendix A**.
- 1.3 There have been significant issues in recruitment seen across the Council over the last few financial years. This has been felt across the Local Government sector, with similar issues being seen in a number of neighbouring authorities. As a result of this, the forecast vacancy savings target for 2025/26 was set at 4%.
- 1.4 An unfavourable variance of £0.046m on employee related expenditure includes £0.885m of vacancy savings target, representing 4% of the total budget for employees within each Business Unit. Actual vacancies forecast currently is a favourable variance of £0.839m, which represents 3.61% (4.10% as at 30 September 2025) of the total employee budget. This is kept under regular review. The vacancy savings target of £0.885m and the notional savings target of £0.250m have been moved out of individual portfolios and placed into a separate portfolio to provide a more accurate and transparent representation of each portfolio's financial position.
- 1.5 Non-Service expenditure is projected to have a favourable variance of £0.681m against the revised budget of £21.760m. These budgets primarily relate to income from council tax, national non-domestic rates (NNDR, or 'business rates') and investment interest. The favourable variance of £0.524m on Taxation & Non-Specific Grant Income relates to an expected additional surplus from the Nottinghamshire Business Rates pooling arrangements of £0.300m over and above the £1.000m that was budgeted for and a reduction in levy payable to Nottinghamshire County Council of £0.146m. An additional £0.039m over the budgeted £0.119m is expected to be received in respect of the Internal Drainage Board levy grant.

- 1.6 The projected favourable variance of £0.156m on the financing and investment line within Non-Service elements is due to external borrowing being required later than originally expected, reducing the forecast interest payable by £0.308m. In addition, higher-than-forecast interest rates and cash balances have increased investment income, resulting in a favourable variance of £0.255m. These positive variances are partly offset by a reduced financial contribution from Arkwood, which was budgeted at £0.800m (£0.500m in dividend and £0.300m in interest income). Currently Arkwood are not forecasting to pay a dividend for the current financial year, however there is an increase in the forecast amount of interest payable to £0.401m, meaning that overall there is a shortfall in income of £0.399m.
- 1.7 There is a forecasted favourable variance of £0.046m on the transfer to unusable reserves. This results from a lower Minimum Revenue Provision (MRP) charge than budgeted. The original budget assumed £1.4m of borrowing within the 2024/25 Capital Programme, but actual borrowing was not required due to a £5.734m underspend reported to Cabinet on 8 July 2025. Consequently, the associated £0.046m MRP charge has been deferred.
- 1.8 The total favourable position across services, non-service expenditure, and MRP is £1.111m. This amount is forecast to be transferred to the capital provision earmarked reserve to support the Ollerton Town Centre Regeneration scheme, which currently has a projected financing shortfall. Using this underspend—rather than borrowing to fund the gap—will significantly reduce future revenue costs that the Council would otherwise incur through borrowing.

Overview of Projected Housing Revenue Account (HRA) Outturn for 2025/26

- 1.9 With reference to the 'Variance' column in Table 2, the HRA accounts show a projected unfavourable variance on the Net Cost of HRA Services against the revised budget of £0.237m and an increased transfer to the Major Repairs Reserve of £0.117m:

Table 2: HRA revenue outturn for 2025/26 financial year as at 31 December 2025

	Original Budget £'m	Revised Budget £'m	Projected Outturn £'m	Variance £'m
Expenditure	24.975	25.680	25.479	(0.201)
Income	(31.341)	(31.347)	(30.909)	0.438
Net Cost of HRA Services	(6.366)	(5.667)	(5.430)	0.237
Other Operating Expenditure	0.013	0.013	0.011	(0.002)
Finance & Investment Income/Expenditure	4.243	4.243	3.891	(0.352)
Taxation & Non-Specific Grant Income	0	0	0	0
(Surplus)/Deficit on HRA Services	(2.109)	(1.411)	(1.528)	(0.117)
Movements in Reserves				
Transfer to/(from) Usable Reserves	(0.263)	(0.961)	(0.961)	0
Transfer to/(from) Unusable Reserves	(6.245)	(6.245)	(6.245)	0
Transfer to/(from) Major Repairs Reserve	8.617	8.617	8.734	0.117
Total	0	0	0	0

1.10 The main reasons for the £0.237m unfavourable variance on services are detailed at **Appendix B**. In relation to the favourable variance of £0.352m on the Finance & Investment Income/Expenditure line, this relates to the forecasted later than anticipated requirement for external borrowing therefore reducing the interest payable costs.

Overview of Projected Capital Outturn 2025/26

1.11 The table below summarises the position for the Capital Programme as at 31 December 2025 and is split between General Fund and Housing Revenue Account.

	Original Approved Budget £'m	Current Approved Budget £'m	Revised Budget updated for Approval £'m	Actual Spend to 31 Dec 2025 £'m	Forecast Outturn £'m
General Fund	35.489	28.089	36.892	13.492	36.892
Housing Revenue Account	23.295	18.734	16.867	7.584	16.867
Total	58.784	46.823	53.759	21.076	53.759

1.12 As projects are developed and spending commitments are made, budget requirements can change. It is a requirement that Cabinet approve all variations to the Capital Programme. The below table details the changes that have been approved and are due to be approved on 9 December 2025 and account for the difference between the Revised budget updated for approval of £53.759m and the original budget of £58.784m above.

Scheme	General Fund £'m	HRA £'m
Original Budget	35.489	23.295
Slippage from 2024/25	4.812	3.004
Quarter 1 approved changes reported to PPIC on	(6.869)	(4.493)
Quarter 2 approved changes reported to PPIC on	(5.343)	(3.072)
Total Revised Budget	28.089	18.734
Reprofiles to future years		
Clipstone Holding Centre	(0.642)	
Southern Link Road Contribution	(0.469)	
Housing Regeneration Loan Facility	(3.000)	
Phase 6 Cluster 2 - S106 Purchase		(0.771)
Phase 6 Cluster 4 - Bowbridge Road		(0.400)
Other Reprofiles	(0.477)	(0.783)
Additions/Reductions		
Housing Regeneration Loan Facility	13.592	
Other Additions/Reductions	(0.201)	0.087
Total Change	8.802	(1.867)
Revised budget to be approved	36.892	16.867

1.13 A more detailed breakdown at scheme level, including some comments on projects progress, can be found at **Appendix C** (General Fund) and **Appendix D** (Housing Revenue Account).

2.0 Implications

2.1 In writing this report and in putting forward recommendation's officers have considered the following implications; Data Protection, Digital and Cyber Security, Equality and Diversity, Financial, Human Resources, Human Rights, Legal, Safeguarding and Sustainability, and where appropriate they have made reference to these implications and added suitable expert comment where appropriate.

Background Papers and Published Documents

General Fund, Housing Revenue Account Revenue and Capital Monitoring Outturn Report to 31 March 2026 as at 30 September 2025 to Cabinet on 9 December 2025.

General Fund (GF) Revenue Outturn Variance Analysis by Portfolio and Business Unit as at 31 December 2025

Favourable variances are bracketed and in red - £(0.000)m. Unfavourable variances are in black - £0.000m. All amounts are in millions of pounds (£'m).

Climate and the Environment - £(0.588)m		£'m
Environmental Services	HVO was deemed unfeasible in the Q1 reports, and diesel prices have since stabilised. Given the volatility of this budget, a contingency element is included. As a result, current trends indicate a potential early underspend, provided market conditions remain stable.	(0.152)
Environmental Services	There are significant forecasted favourable variances within the Waste and Recycling department, driven by higher-than-expected income from trade waste, recycling, and garden waste. Additionally, there is a projected favourable variance in expenditure related to refuse bin purchases and payments to Nottinghamshire County Council based on tonnage.	(0.342)
All	Culmination of other Employee variances across the Portfolio, net of Agency Staff	(0.029)
All	Other Small Variances	(0.065)
Climate and the Environment Total		(0.588)
Health, Wellbeing and Leisure - £(0.259)m		£'m
Healthy Places	The Active Lifestyles Officer role has been vacant for the first two quarters and is forecast to be filled in December. The Regeneration Capital Project Manager post was also filled in December.	(0.109)
Healthy Places	An underspend for the A4T management fee due to the leisure centres forecasting a surplus	(0.094)
Healthy Places	Underspend on events and the income of the Community Sports awards	(0.040)
All	Culmination of other Employee variances across the Portfolio, net of Agency Staff	(0.001)
All	Other Small Variances	(0.015)
Health, Wellbeing and Leisure Total		(0.259)
Heritage, Culture, and the Arts - £(0.160)m		£'m
Heritage and Culture	Net position of palace theatre	(0.153)
All	Culmination of other Employee variances across the Portfolio, net of Agency Staff	(0.016)
All	Other Small Variances	0.009
Heritage, Culture, and the Arts Total		(0.160)
Housing - £0.210m		£'m
Housing Services	Income for resettlement schemes, particularly Homes for Ukraine, is below expectations as the original income budget set at the start of the scheme will not be achieved.	0.225
Housing Services	Temporary Accommodation Council tax void losses have occurred due to empty units.	0.051
Housing Services	Forecast favourable variance forecasted for utility costs for the Northgate temporary accommodation site	(0.037)
All	Culmination of other Employee variances across the Portfolio, net of Agency Staff	(0.040)
All	Other Small Variances	0.011
Housing Total		0.210
Public Protection and Community Relations - £(0.053)m		£'m
All	Culmination of other Employee variances across the Portfolio, net of Agency Staff	(0.047)
All	Other Small Variances	(0.006)
Public Protection and Community Relations Total		(0.053)

Strategy, Performance and Finance - £(0.311)m		£'m
Corporate Property	Forecast favourable variance forecasted for utility costs across the Council's corporate properties.	(0.165)
Revenues & Benefits	The projected outturn variance in salary costs within the Revenue and Benefits business unit is mainly due to two vacant apprentice position and 0.19 FTE of unfilled hours, which are not expected to be recruited this financial year. Additionally, a vacant Revenues Officer post is currently being advertised.	(0.082)
Revenues & Benefits	The current 0.94 FTE vacancy for the Business Rates Property Inspector role is being partially covered, with 7.5 hours reassigned to an existing team member from August. The remaining hours will be advertised, and the new post is not expected to be advertised this financial year.	(0.033)
Major Projects Delivery, Repairs & Compliance	It was anticipated a charge to owners of properties that were previously HRA properties would be made in relation to sewerage works. It is anticipated this charge will now not occur. The variance includes the accrued 2024/25 charge	0.063
All	Culmination of other Employee variances across the Portfolio, net of Agency Staff	(0.073)
All	Other Small Variances	(0.021)
Strategy, Performance and Finance Total		(0.311)

Sustainable Economic Development - £(0.359)m		£'m
Economic Growth	Favourable variance on Town Centre Management Salaries, due to vacant hours, forecast to be appointed from November 2025	(0.043)
Planning Development	Favourable variance Planning Development salaries due to three vacant posts to be one covered by agency staff, with further agency support leading up to review of the service.	(0.028)
Planning Development	A higher number of planning applications have been received during 2025/26 than was originally budgeted for	(0.344)
Planning Policy and Infrastructure	CIL income unfavourable due unpredictability on Community Infrastructure Levy at present showing a reduction in income.	0.069
All	Culmination of other Employee variances across the Portfolio, net of Agency Staff	(0.055)
All	Other Small Variances	0.042
Sustainable Economic Development Total		(0.359)

Vacancy Factor & Notional Savings £1.135m		£'m
Vacancy Factor	The vacancy factor represents a planned allowance within the Council's establishment budget to reflect the likelihood that not all posts will be occupied throughout the year.	0.885
Notional Savings	Budget set for notional savings as per the revenue budget setting for 2025-26 at Full Council in March.	0.250
Vacancy Factor & Notional Savings Total		1.135

General Fund Revenue Outturn Variance for Services		(0.385)
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Housing Revenue Account (HRA) Revenue Outturn Variance Analysis as at 31 December 2025

Favourable variances are bracketed and in red - £(0.000)m. Unfavourable variances are in black - £0.000m.

HRA - £0.237m		£'m
Housing Revenue Account	Forecast recharges from the General Fund are expected to be lower than budgeted, largely due to vacant roles in the General Fund	(0.122)
Housing Services	A saving has been realised on contract cleaning for community centres due to actual expenditure being lower than the budgeted increase.	(0.062)
Housing Repairs & Empty Homes	Underspends on void properties due to the capitalisation of the majority of the expenditure	(0.291)
Housing Repairs & Empty Homes	Responsive Repairs underspends on salaries, £245k, due to a lot of vacancies within the business unit however, this is offset by the overspend in agency staff required of £321k.	0.076
Building Safety & Asset Invest	Compliance Services underspends on salaries and contracts, £89k, due to a lot of vacancies within the business unit however, this is offset by the overspend in agency staff required of £266k.	0.177
Building Safety & Asset Invest	A saving has been realised in compliance - servicing of appliances due to actual expenditure being lower than the increase in the budget from the previous financial year.	(0.137)
Housing Revenue Account	Income from housing rents, including service and management charges, is below target due to an increased number of void properties. Offset by increased income from leaseholder recharges.	0.322
Vacancy Factor	The vacancy factor represents a planned allowance within the Council's establishment budget to reflect the likelihood that not all posts will be occupied throughout the year.	0.273
All	Other Smaller Variances	0.001
HRA Total		0.237

General Fund - Spend against budget - Estimated in year

Project	Capital Description	Revised Budget including Variations for Approval	Variations Proposed to Cabinet 24 Mar 26	Revised Budget including Variations for Approval	Actuals to 31.12.25	Current outstanding orders	Additional anticipated spend in year	Total Projected spend in year	Variance Over/Under Budget	Expected Completion Date	Revised Completion Date	Revised Completion Date	Comments
TA3300	Contribution Mansfield Crematorium Redevelopment	211,900	-211,900	0	0	0	0	0	0	00/01/1900	31/03/2026	31/03/2027	13/10/25 waiting on a cash flow from Mansfield DC 12/01/26 MDC now expect to need our contribution during
TB2253	Vehicles & Plant	642,286	-7,430	634,856	238,077	205,889	190,890	634,856	-0	31/03/2026	31/03/2026	31/03/2026	10/07/25 contract for the consortium to be revised. 13/10/25 Contract is now in place and vehicle replacements will progress as planned. HRA vehicle replacement budget to now sit within HRA Capital budget for more efficient financing.
TB2261	Brunel Drive Redevelopment Phase 1	669,000	0	669,000	163,427	162,728	342,845	669,000	-0	31/10/2025	31/01/2026	31/03/2026	10/07/25 start on site due in August and demolition due to complete in October. May not require full budget. 13/10/25 contractor started on site 29 September, expecting completion of this phase by end of Jan 26 13/01/26 main contractor works will be complete by end of Jan, additional works identified during the project are due for completion by the end of March 26.
TB3155	Castle - Condition Works	175,165	0	175,165	142,645	31,746	774	175,165	-0	31/10/2025	04/11/2025	04/11/2025	10/07/25 recommission deferred works, 8 week project.
TB3162	Woodland Planting Contribution	309,915	0	309,915	0	0	309,915	309,915	0	31/03/2026	31/03/2026	31/03/2026	13/10/25 waiting on NCC for an agreement, planting scheme is complete.
TF3234	Oxton Flood Relief Channel	0	50,000	50,000	2,845	2,650	44,505	50,000	0			31/03/2026	10/07/25 finalising design, out for quotes at the end of July early august. Heritage England need to sign off the works. 13/10/25 x2 tenders received currently being reviewed. Expected onsite end of Oct v4 week programme. 13/01/26 works have started alongside NCC/IDB
CLIMATE AND THE ENVIRONMENT TOTAL		2,008,267	-169,330	1,838,937	546,994	403,014	888,929	1,838,936	-0				
TA1226	Dukeries LC Inflatables	40,250	0	40,250	39,889	0	0	39,889	-361	31/07/2025	31/07/2025	31/07/2025	10/07/25 inflatables for the pool have been delivered, the dry site inflatables due to be delivered around end of July 25. 13/10/25 delivered. Retention to pay by the end of October.
TA1227	Payment of S106 to SLCT	190,951	0	190,951	190,951	0	0	190,951	0	27/05/2025	27/05/2025	27/05/2025	10/07/25 payment made to SLCT with the Lease Surrender
TA1228	Dukeries Pool Cover	37,500	0	37,500	30,459	0	7,041	37,500	-0	00/01/1900	12/09/2025	12/09/2025	13/10/25 scheme complete,
TA3097	Yorke Drive Regeneration and Community Facilities	59,680	0	59,680	9,921	29,597	20,162	59,680	-0	31/12/2031	31/12/2031	31/12/2031	0
TA3099	x300 Carelines	58,500	-20	58,480	58,480	0	0	58,480	0				13/10/25 scheme complete
TB6165	S106 Community Facilities to SOT	239,620	-239,620	0	0	0	0	0	0	31/03/2026	31/03/2026	30/06/2026	10/07/25 Waiting on planning permission to submitted by developer/owner for community centre site. 13/01/26 planning permission not submitted yet, reprofile to Q1 26/27
TB6174	S106 Rainworth Off Site Sports Transfer to Joesph Whitaker	228,315	0	228,315	228,315	0	0	228,315	0	18/04/2025	18/04/2025	18/04/2025	10/07/25 paid, scheme complete
TB6176	S106 Clipstone PC Village Hall	19,822	0	19,822	19,822	0	0	19,822	0	17/04/2025	17/04/2025	17/04/2025	10/07/25 paid, scheme complete
TB6179	Newark R&M Cricket Club, Kelham Road	18,521	0	18,521	18,521	0	0	18,521	0	30/05/2025	30/05/2025	30/05/2025	10/07/25 paid, scheme complete
TB6180	S106 Transfer to EPC for VH Improvements	123,027	0	123,027	123,027	0	0	123,027	0	27/05/2025	27/05/2025	27/05/2025	10/07/25 paid, scheme complete. Parish Council works are in progress
TB6181	S106 Transfer to EPC to create MUGA	78,019	0	78,019	78,019	0	0	78,019	0	27/05/2025	27/05/2025	27/05/2025	10/07/25 paid, scheme complete. Parish Council works are complete.
TB6182	S106 Transfer to EPC for PV units to Cricket Club	57,732	0	57,732	57,732	0	0	57,732	0	00/01/1900	31/10/2025	31/10/2025	13/07/25 final instalment due by the end of October
HEALTH, WELLBEING & LEISURE TOTAL		1,151,937	-239,640	912,297	850,674	34,059	27,203	911,936	-361				
TF2000	CCTV Replacement Programme	45,000	0	45,000	1,837	42,612	550	45,000	-0	31/03/2026	31/03/2026	31/03/2026	10/07/25 10 cameras to be replaced in 2025/26 revisit profile when more information available from contractor
TF2001	CCTV Control Room Relocation	740,000	-81,050	658,950	180,943	526,975	-48,968	658,950	-0	31/03/2026	31/03/2026	31/05/2026	10/07/25 scheme is progressing, will have preferred bidder and will be able to award contract by August. 13/10/25 started on site in September, progressing well. 13/01/26 project ongoing, main control room will be up and running by 31 March, but connections to remote sites will be complete by 31 May.

Project	Capital Description	Revised Budget Including Variations for Approval	Variations Proposed to Cabinet 24 Mar 26	Revised Budget Including Variations for Approval	Actuals to 31.12.25	Current outstanding orders	Additional anticipated spend in year	Total Projected spend in year	Variance Over/Under Budget	Expected Completion Date	Revised Completion Date	Revised Completion Date	Comments
TF3230	Lighting at St Marys Gardens - SPF	13,939	0	13,939	13,939	0	0	13,939	0	30/06/2025	30/06/2025	30/06/2025	10/07/25 project complete and all required budget used.
TF3233	Cuckstool Wharf Lighting	101,040	0	101,040	845	98,155	2,040	101,040	0	31/12/2025	31/12/2025	31/03/2026	10/07/25 finalising design, out for quotes at the end of July early august. Heritage England need to sign off the works. 13/10/25 x2 tenders received currently being reviewed. Expected onsite end of Oct x4 week programme. 13/01/26 now expected to be onsite by the end of January to carry out ground works, subject to river trent levels.
PUBLIC PROTECTION AND COMMUNITY RELATIONS		899,979	-81,050	818,929	197,565	667,742	-46,378	818,929	-0				
TA1223	Dukeries Changing Places	0	0	0	-1,178	3,592	-2,414	0	0	31/01/2026	31/01/2026	31/01/2026	10/07/25 retention only remaining due to pay Jan 26
TA3053	Museum Improvements	219,574	-199,574	20,000	0	0	20,000	20,000	0	31/03/2026	31/03/2026	30/06/2026	13/10/25 project to be reviewed and due to start by new year, and will be delivered in 25/26. 13/01/26 quotes received prior to christmas, scheme to be split into 2 phases, reprofile 50% of the budget to 26/27 to allow for the phasing.
TA3056	NCWC Tudor Hall	7,669	0	7,669	7,669	0	0	7,669	0	05/08/2025	05/08/2025	05/08/2025	10/07/25 12 month defect inspection completed, awaiting retention invoice from contractor.
TA3058	Palace Theatre Fire Alarm Upgrade	7,380	0	7,380	2,789	4,592	0	7,381	1	01/08/2025	01/08/2025	01/08/2025	10/07/25 scheme due for completion by 1 August 25 13/10/25 defects period has now ended.
TA3064	Palace Theatre Sound Desk	0	0	0	0	0	0	0	0			00/01/1900	
TA3065	Kiddey Stones	66,418	0	66,418	64,782	1,636	0	66,418	0	17/07/2025	17/07/2025	17/07/2025	10/07/25 scheme complete, interpretation panel to be fitted next week. Official opening 17/07/25.
TA3066	Essential works at the Palace Theatre	159,831	0	159,831	101,382	38,792	19,656	159,831	-0	05/09/2025	31/01/2026	31/03/2026	10/07/2025 Appointed principal contractor, anticipating works to start on site 11/08/2025, awaiting listed building consent. Works within the bid have been adjusted, so reprofile E60k to 26/27. 13/10/25 main works are complete, there are a few contract variations that need client confirmation.
TB3154	Castle Gatehouse Project	2,520,149	0	2,520,149	1,167,999	3,420,408	-2,068,259	2,520,149	0	31/07/2026	30/09/2026	30/09/2026	10/07/25 works commenced 07/07/25 52 week programme. Cash flow received from contractor used to profile budget. 13/10/25 reprofile £2.5m to 26/27, delays caused by archaeological finds by the multi function building, likely impact of 3 weeks. The order raised is for the life of the contract, therefore forecast expenditure includes moving an element of this to the new year. 13/01/26 development is progressing well at the moment. extension of time claim is expected which may change the completion date. review next quarter.
HERITAGE, CULTURE & THE ARTS TOTAL		2,981,021	-199,574	2,781,447	1,343,444	3,469,021	-2,031,017	2,781,448	1				
TF6011	Private Sector Disabled Facilities Grants	1,000,000	0	1,000,000	692,375	3,595	304,030	1,000,000	0	31/03/2026	31/03/2026	31/03/2026	10/07/25 44 schemes completed, 39 schemes approved and 17 pending. Expecting to spend £1m by year end. Require further grant to be drawn down for budget increase. 13/01/26 58 schemes completed as at the end of Q3, with 33 approved awaiting completion and a further 19 schemes under consideration. Expecting to spend approx. £1m by year end.

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TF6012	Discretionary DFG	500,000	0	500,000	191,857	20,723	287,420	500,000	-0	31/03/2026	31/03/2026	31/03/2026	10/07/25 7 schemes completed, 6 approved and 5 pending. On this basis, expecting to spend £500k by year end. Require further grant to be drawn down for budget increase. 13/01/26 10 schemes completed as at the end of Q3, with a 7 approved awaiting completion and a further 5 schemes under consideration. Expecting to spend approx. £315K by year end.
TF6807	Warm Homes on Prescription	70,000	0	70,000	32,099	0	37,901	70,000	0	31/03/2026	31/03/2026	31/03/2026	10/07/25 Spring and summer are quiet periods due to the weather. Completed 5 WHOP heating installations, with a further 6 are nearing completion. 2 further jobs planned to date. Will review budget in quarter 2. 13/01/26 2 jobs complete in Q3, new surveyor now in post and applications currently being reviewed.
HOUSING TOTAL		1,570,000	0	1,570,000	916,331	24,318	629,351	1,570,000	0				
TA3060	Beacon - New Boiler	0	0	0	0	0	0	0	0	31/03/2026	31/03/2026	31/03/2026	10/07/25 need a direction on -may need to revise budget 13/10/25 Condition of the boiler reviewed independantly, and in good condition so remove budget, no further works.
TA3061	Beacon - LED Lights	78,640	-31,049	47,591	47,591	0	0	47,591	0	31/08/2025	31/08/2025	31/08/2025	10/07/25 Job is ongoing nearing completion, waiting for bespoke lights fittings as these are to order. Expected completion end of August. 13.10.25 scheme complete, remaining budget not required.
TA3286	Information Technology Investment	595,843	254,830	850,673	284,982	169,041	396,650	850,673	0	31/03/2026	30/09/2026	30/09/2026	13/10/25 website upgrade in progress and will be complete in 2026/27. Finance System upgrade to be complete during 2026/27. Along with replacement laptops and backup software. 13/01/26 second phase of the website will start in April.
TC2007	Clipstone Holding Centre Purchase & Works	800,000	-641,553	158,447	54,542	103,906	0	158,448	0	31/03/2027	31/07/2027	31/07/2027	10/07/25 out to tender end of July, expected start on site in November, so budget to be reprofiled. Need to make arrangements for some unexpected site clearance. 13/10/25 Project has been out to tender, the process is due to be complete by 20 Oct at which point further information can be provided. 13/01/26 Tender evaluation was complete and in the process of being awarded but following challenge which was upheld, reevaluating tender, due to be resolved by end Feb, this isnt expected to affect the final completion date.
TC3135	Works to Buttermarket	49,850	0	49,850	49,850	0	0	49,850	0	30/09/2025	30/09/2025	30/09/2025	11/07/25 Works are complete, awaiting final invoices. 13/10/25 final invoices received and remaining budget not required.
TC3156	Jubilee Bridge Works	60,000	-31,437	28,563	23,680	4,883	0	28,563	0	31/10/2025	31/10/2025	31/10/2025	10/07/2025 In negotiations with contractor, issues with H&S and Canal & Rivers trust, due to be completed Autumn 2025. 13.10.25 2 week programme due to start on site mid October - weather permitting. 13/01/26 works are now complete. Processing final invoices in January 26.

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TC3160	14 Market Place	373,000	-19,294	353,706	315,203	38,503	0	353,706	-0	23/12/2025	23/12/2025	31/03/2026	10/07/25 works started on site w/c 7 July 2025. Programme amended, potential for £20k budget remaining, will review towards the end of the project. 07/10/25 Expected to be completed December 2025 12/01/26 project now expected to be complete by early March, issues with utilities. The residential unit is on the market and the commercial unit has received some interest. Remaining budget not required.
TG1003	Housing Regeneration Loan Facility	8,194,571	10,591,929	18,786,500	5,020,533	0	13,765,967	18,786,500	0	31/03/2026	31/03/2026	31/03/2026	10/07/25 x3 projects ongoing at present expected to need full budget
STRATEGY, PERFORMANCE AND FINANCE TOTAL		10,151,904	10,123,426	20,275,330	5,796,382	316,333	14,162,617	20,275,332	2				
TE3250	Shared Prosperity Fund	0	0	0	-212	212	0	0	0	31/03/2026	31/03/2026	31/03/2026	0
TE3251	Rural England Prosperity Fund	267,369	-11,633	255,736	142,230	0	113,506	255,736	0	31/03/2026	31/03/2026	31/03/2026	13/10/25 has been fully committed, following report to Cabinet.
TE3268	Southern Link Road Contribution	1,152,185	-469,768	682,417	642,041	0	40,377	682,418	0	31/03/2026	31/03/2026	31/12/2026	10/07/2025 Road expected to be complete by September 2026, reprofiled remaining grant into 2025/26, but updated to profile of final contribution as per cashflow dated July 2025. £1.2m in 26/27. 13/01/26 current forecast from U&C on the drawdown of the final part of the grant.
TC2010	Ollerton Property Acquisition	682,500	6,600	689,100	0	0	689,100	689,100	0			31/01/2026	13/01/26 expected the purchase to be complete by the of Jan 26
TC2011	Ollerton Regeneration	800,746	-6,600	794,146	26,988	244,130	523,028	794,146	0	31/07/2028	31/03/2028	31/03/2028	13/10/25 planning application due to be submitted in November 25, budget available for planning fee and legal fees. 13/01/26 planning application submitted and RIBA 4 works commenced.
TI1002	A1 Overbridge Improvements	100,000	-100,000	0	0	0	0	0	0	31/03/2028	31/03/2028	31/03/2028	10/07/25 meeting with National Highways and Consulting engineers on 5/8/25 to discuss next steps. Final options report to be submitted for internal NH approval. Preliminary design work on preferred option to commence in 2025/26. £3m budget in 26/27, reprofile £2.4m from this year to 27/28. Final project delivery method to be agreed between NSDC/NH/NCC. 13/01/26 Move actuals to revenue and remove budget until NH/NCC are further forward with the scheme.
TT1000	Towns Fund - 32 Stodman Street Regeneration	6,273,789	0	6,273,789	3,029,687	4,740,567	-1,500,000	6,273,789	0	30/04/2026	31/08/2026	31/08/2026	10/07/25 Works progressing well following delays experienced in Feb/Mar 25 regarding electric cables, expected to be complete April 2026. 13/10/25 reprofile £1.5m to 26/27, conversations with contractor continue regarding expected completion as a result of complexities on site. Order raised is for the life of the contract, therefore forecast expenditure includes moving an element of this to the new year. 13/01/26 build phase is out of the ground and proceeding at pace, with the remainder of the planning conditions submitted for discharge. Two tenants have been secured for the commercial units.
TT1005	Towns Fund - Cycle Town	50,000	-50,000	0	0	0	0	0	0	31/03/2026	31/03/2026	31/03/2026	10/07/25 scheme to start later in the financial year. 13/01/26 agreed with Director of P&G to deallocate budget and let Developer Contrbns group discuss.
SUSTAINABLE DEVELOPMENT AND REGENERATION		9,326,589	-631,401	8,695,188	3,840,733	4,984,909	-133,989	8,695,189	1				
TOTALS		28,089,697	8,802,431	36,892,128	13,492,122	9,899,396	13,496,716	36,891,770	-358				

HRA - Spend against budget - Estimated in year

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PROPERTY INVESTMENT PROGRAMME													
S91100	ROOF REPLACEMENTS	1,789,400	0	1,789,400	948,891	469,606	370,903	1,789,400	0	31/03/2026	31/03/2026	31/03/2026	08/07/25 On target with planned jobs, 50 Jobs completed in QTR 1, expecting to complete another 15 properties this week. Projects expected to start on at Bleasby in July/August. 09/10/25 Progress is currently slower than usual due to bat surveys being required for each property. However, the budget is expected to remain sufficient at this time. 08/01/26 Jobs planned until end of FY budget is sufficient to cover all planned works.
S711	ROOF REPLACEMENTS	1,789,400	0	1,789,400	948,891	469,606	370,903	1,789,400	0				
S91205	Bathrooms	0			0	0	0	0	0				
S91219	Kitchens	0			0	0	0	0	0				
S91218	Kit & Bathrooms	2,221,540	400,000	2,621,540	1,817,407	379,448	424,685	2,621,540	-0	31/03/2026	31/03/2026	31/03/2026	09/07/25 Currently completing 5 kitchens & 1 bathroom per week. Budget to be reviewed at Q2. 10/10/2025 Works currently still on track, completing five kitchens and one bathroom per week. A major project at Stephen Road has been finalized with a total spend of £30,000. Budget to be reviewed in Q3. 08/01/26 Additional £400k added to budget to enable us to continue with current rate of planned jobs.
S712	KITCHEN & BATHROOM CONVERSIONS	2,221,540	400,000	2,621,540	1,817,407	379,448	424,685	2,621,540	-0				
S91300	EXTERNAL FABRIC	378,000	0	378,000	270,685	106,899	416	378,000	0	31/12/2025	31/12/2025	31/03/2026	08/07/25 Planned jobs at Southwell, currently expecting to complete all works by end of Q3. 09/10/25 Planned jobs at Southwell ongoing, still expected to be complete by the end of Q3. 08/01/25 Works ongoing at Southwell still ongoing, expect works to slow down due to current weather, budget expected to be sufficient to end of FY.
S713	EXTERNAL FABRIC	378,000	0	378,000	270,685	106,899	416	378,000	0				
S91401	Doors	0		0	0	0	0	0	0				
S91413	Windows	0		0	0	0	0	0	0				
S91412	Doors & Windows Works	307,470	0	307,470	27,398	272,602	7,470	307,470	0	31/03/2026	31/03/2026	31/03/2026	08/07/25 Works now picking up, slow start due to issues with asbestos surveys due to contract change, now have nationwide in place to cover all works. 09/10/25 Contractor now in place, asbestos surveys still ongoing. Large project at Rookwood close planned at a cost of approx £130k to begin imminently. 15/01/26 Costs for the Rookwood Close project have now been received. All works are scheduled for completion before the end of the financial year, and the existing budget is sufficient to cover the planned activities
S714	DOORS & WINDOWS	307,470	0	307,470	27,398	272,602	7,470	307,470	0				
S91500	OTHER STRUCTURAL	457,900	-150,000	307,900	129,515	36,138	142,247	307,900	0	31/03/2026	31/03/2026	31/03/2026	08/07/25 All jobs carried over from 24/25 now complete. 15 structural jobs to plan in for 25/26. Review forecast once all jobs are fully costed. 09/10/25 12 structural jobs on going, expecting to cost £150k. Current planned works expected to be fulfilled within budget. 15/01/26 A major structural job at Southwell is scheduled for completion before the end of the financial year, and the budget is sufficient to cover the planned works
S91535	DPC Works	0	0	0	0	0	0	0	0	31/03/2026			08/07/25 16 jobs come in from repairs team to asset team. Back log of damp jobs from 24/25 budget already spent, expected to spend an additional £300-400k this FY. 09/10/25 Works ongoing identified as repairs and not capital investment, therefore reallocated to revenue.
S715	OTHER STRUCTURAL	457,900	-150,000	307,900	129,515	36,138	142,247	307,900	0				
S93100	ELECTRICAL	0	0	0	0	0	0	0	0				
S93115	Rewires	835,220	-150,000	685,220	282,033	323,949	79,238	685,220	-0	31/03/2026	31/03/2026	31/03/2026	08/07/25 Contractor now in place, works started first week of June, 10 properties now complete in 25/26 awaiting invoices. Not expected to fully spend budget due to now spend in first quarter of the FY. 07/10/25 Currently completing approximately four rewiring jobs per week, with plans to increase output to six per week. Discussions are ongoing with the contractor regarding resource availability. 08/01/26 Current output is 4/5 per week increasing to 6 per week from wc 12th Jan. Work is also dependent on access to property being granted.
S731	ELECTRICAL	835,220	-150,000	685,220	282,033	323,949	79,238	685,220	-0				
S93300	Passenger Lifts	53,550	28,000	81,550	53,046	28,501	3	81,550	-0	31/03/2026	31/03/2026	31/03/2026	08/07/25 3 lift doors to be replaced at a cost of £5k per door approx. Further works to be identified. 07/07/25 Lift refurbishment is required at Dorwood Court, with an estimated cost of £33,000, which is expected to be covered within the current budget 08/01/25 Vale view block 2 lift to be replaced in January at a cost of £45k, additional £28k required to cover.

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S733	PASSENGER LIFTS	53,550	28,000	81,550	53,046	28,501	3	81,550	-0				
S93500	HEATING	1,000,000	200,000	1,200,000	864,351	25,261	310,388	1,200,000	-0	31/03/2026	31/03/2026	31/03/2026	16/07/25 Currently spending £40k per month on installs. 80 installs currently in progress with contractor, another 90 installs planned for Qtr2. 08/10/25 A total of 52 planned installations are expected to be completed over the next quarter. The current budget is considered sufficient to cover both scheduled works and reactive maintenance throughout the winter period 08/01/26 Majority of planned installs complete, now looking at reative works coming in through the winter period. Expect an additional £200k to cover the end of FY.
S735	HEATING	1,000,000	200,000	1,200,000	864,351	25,261	310,388	1,200,000	-0				
S93600	ENERGY EFFICIENCY	0	0	0	0	0	0	0	0				
S93622	PV Invertors	200,050	-177,712	22,338	22,338	0	0	22,338	-0	31/03/2026	31/03/2026	31/03/2026	08/07/25 Currently expecting to complete 30 jobs at £900 per unit, further works to be identified. 09/10/25 30 Planned jobs ongoing, current budget expected to be sufficient. 14/01/26 No current jobs outstanding for this FY
S93626	Decarbonisation	0	0	0	0	0	0	0	0	31/03/2026	31/03/2026	31/03/2026	15/07/25 Contractor not yet identified, once procurement process is complete, anticipating works starting Autumn 2025. 09/10/25 No permanent surveyor currently in place, conversations taking to place to decide how to move forward.
S93628	EPC	499,740	-196,144	303,596	75,653	27,942	200,000	303,596	-0	31/03/2026	31/03/2026	31/03/2026	15/07/25 5 year plan for improving EPC'S on our properties. Contractor not appointd as yet to carry out surveys/works, expected to be Autumn 2025. 09/10/25 Surveys completed to identify properties to be worked on. Workstream now in place to appoint contractor to carry out works. 13/01/26 New surveyor now in place to manage works, contract also procured and works due to commence within the next month. Anticipated spend to the end of FY is £200k, unused budget to be reallocated elsewhere.
S736	ENERGY EFFICIENCY	699,790	-373,856	325,934	97,991	27,942	200,000	325,933	-1				
S95100	GARAGE FORECOURTS	53,550		53,550	9,980	0	43,570	53,550	0	31/03/2026	31/03/2026	31/03/2026	08/07/25 Planning works at Wolff Avenue currently expected to be £15k, further works to be identified. 09/10/25 Paving at York Drive to be resurfaced, budget to be utilised for this work. 13/01/26 Awaiting costs for project on York Drive, expecting to complete before end of FY.
S95109	Garages	0		0	0	0		0	0				
S95115	Resurfacing Works	0		0	0	0		0	0				
S751	GARAGE FORECOURTS	53,550	0	53,550	9,980	0	43,570	53,550	0				
S95200	ESTATE IMPROVEMENTS	494,080	-400,000	94,080	14,838	24,430	54,812	94,080	0	31/03/2026	31/03/2026	31/03/2026	15/07/25 Some small jobs completed in Q1, further works to be identified. 09/10/25 No spend is planned at present; works are to be identified. 15/01/26 At present, no works are scheduled due to staffing vacancies within the asset team
S95203	Car Parking Schemes	0		0	0	0		0	0				
S95208	Sewerage Treatment Works	0		0	0	0		0	0				
S95250	Communal Lighting	24,000	0	24,000	0	0		24,000	0	31/03/2026	31/03/2026	31/03/2026	08/07/25 PV Street light to be completed at 3 locations also 30 pv lights to be replaced at Broadleaves expected to be within budget. 07/10/25 Pending receipt of cost estimates for the projects identified in Q1. 08/01/26 PV street light project not yet completed just to staffing issues, possible may roll into 2026/27
S95252	Flood Defence Systems	17,910	0	17,910	2,218	3,353	12,340	17,910	0	31/03/2026	31/03/2026	31/03/2026	09/10/25 These works are typically identified during the autumn and winter months
S95254	Car Parking Schemes	113,270		113,270	36,029	7,967	69,274	113,270	0	31/03/2026	31/03/2026	31/03/2026	15/07/25 Some small jobs completed in Q1. Project on Holly Rise car parking due to start which is expected to cost £60k. 07/10/25 Holly Rise Car Park plans drawn up & designs currently being reviewed with residents. Planning application & procurement exercise to take place before works start expected to be Feb/March before on site. Fencing project at Newbury Close, Edwinstowe also expected to start shortly expected to cost £58k. 08/01/26 Works sheduled to start in the next month with completion due before the end of FY.
S95292	Communal Areas	11,770	0	11,770	2,543	0	9,227	11,770	0	31/03/2026	31/03/2026	31/03/2026	15/07/25 No spend currently planned, currently looking at potential projects. 09/10/25 There is currently no surveyor currently. To assess potential projects in the coming quarter.
S95306	Ferndale Conversion	0	0	0	-3,587	3,587		0	0	31/03/2026	31/03/2026	31/03/2026	10/07/25 Complete, retention left to pay in current FY.
S95307	PV Panels Broadleaves and Gladstone	0	0	0	-4,610	4,610		-0	-0	31/03/2026	14/03/2025	14/03/2025	10/07/25 Complete, retention left to pay in current FY.
S95309	Allenby Road Conversion	140,000	0	140,000	5,400	5,700		140,000	0	31/03/2026	31/03/2026	31/03/2026	09/07/25 Designs are now done & build cost estimate £125k. Procurement exercise due to start in September, expecting works to be completed within 12 weeks once on site. 08/10/25 The tender process has been completed, and the contract award is pending authorisation. Site mobilisation is expected within six weeks, with works scheduled for completion within twelve weeks from the start date. 07/01/26 delay in contracting signing, still hoping to be on site before end of FY.

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S95400	Void Works	493,559	630,000	1,123,559	646,439	415,969	61,151	1,123,559	-0	31/03/2026	31/03/2026	31/03/2026	15/07/25 12 Void properties currently undergoing works. Budget currently sufficient for Capital works. Review in Q2. 08/10/25 27 properties currently outstanding, 14 of which we are awaiting a cost schedule for. 13/01/26 Voids works progressing at pace, expecting to have the outstanding properties completed before the end of the FY.
S95401	Void Works Back log	696,000	0	696,000	48,703	244,510	402,786	696,000	-0	31/12/2025	31/12/2025	31/03/2026	15/07/25 New budget line created to provide budget for back log of voids property works. PO raised & contractor in place, works due to start imminently. 09/10/25 Works started on 58 back log voids, average cost currently £12k per void. 13/01/26 Voids works progressing at pace, expecting to have the outstanding properties completed before the end of the FY.
S95402	External Works	50,000	0	50,000	6,824	0	43,177	50,000	0	31/03/2026	31/03/2026	31/03/2026	15/07/25 New budget line created to provide budget for fencing/other external works completed. Expecting some small jobs to be completed in Q2. 09/10/25 Currently awaiting referrals from the Repairs team for pending jobs. 13/01/26 Some small jobs completed, expecting a larger value fencing job to be completed before the end of the FY.
						0							
S752	ENVIRONMENTAL WORKS	2,040,589	230,000	2,270,589	754,797	710,126	652,767	2,270,589	0				
S97100	ASBESTOS	0	0	0	-0	0			-0				
S97115	ASBESTOS SURVEYS	57,800	55,000	112,800	72,732	12,244	27,824	112,800	-0	31/03/2026	31/03/2026	31/03/2026	08/07/25 Back log of surveys currently, contractor is expecting to complete 300 surveys in July in an attempt to clear back log. Expecting to need additional funds in this budget for 25/26, will have a better idea at the end of Q2. 08/10/25 Surveys on communal blocks have now been completed, with costs aligning with expectations. A forecast will be developed for the next six months of the financial year to provide greater clarity on anticipated expenditure and any potential need for additional budget. 08/01/26 Budget sufficient to complete programme of planned surveys upto FY.
S97116	ASBESTOS REMOVALS	40,000	20,000	60,000	11,466	19,284	29,250	60,000	0	31/03/2026	31/03/2026	31/03/2026	08/07/25 Expecting an increase in works from the back log of surveys currently being carried out. Expecting to need additional funds in this budget for 25/26, will have a better idea at the end of Q2. 03/10/25 Awaiting costs on removal works required as a result of completed surveys in Q2. 08/01/26 An additional removal job now planned in Harby which is an entire roof space contaminated with asbestos, expected cost around £10k for removal. Expected to need an additional £20k in the budget for this FY.
S771	ASBESTOS	97,800	75,000	172,800	84,198	31,528	57,074	172,800	-0				
S97200	FIRE SAFETY	150,680	0	150,680	72,652	73,694	4,334	150,680	-0	31/03/2026	31/03/2026	31/03/2026	
S97218	Enhanced Fire Risk Assessments	390,629	-100,000	290,629	102,844	137,714	50,071	290,629	-0	31/03/2026	31/03/2026	31/03/2026	16/07/25 Fire/Compartmentalisation surveys now being carried out, 15-20 surveys planned at a cost of £1000-1500 per survey. Review again in Q2. 07/10/25 Surveys are currently being conducted at a cost of £450-£600 each, with 19 surveys still outstanding. Remedial works are estimated at £10,000-£15,000 per survey, resulting in a projected requirement of approximately £150,000 to complete all necessary remedial actions. 14/01/26 Work ongoing, remaining budget expected to spent fully by FY
S97221	Fire Doors Various Locations	645,600	0	645,600	251,551	185,227	208,821	645,600	-0	31/03/2026	31/03/2026	31/03/2026	15/07/25 100 Fire doors planned to be replaced in 25/26, need to review spend/budget in Q2. 07/10/25 The fire door replacement programme is ongoing. Initial assessments suggest fewer doors may need replacing than originally anticipated, which could result in an underspend. 14/01/26 Fire door replacement programme is underway, in addition new surveys are being carried out which could result in additional remedial works.
S772	FIRE SAFETY	1,186,909	-100,000	1,086,909	427,047	396,636	263,226	1,086,909	-0				
S97300	DDA IMPROVEMENTS	0			0	0	0	0	0				
S773	DDA IMPROVEMENTS	0	0	0	0	0	0	0	0				
S97400	DISABLED ADAPTATIONS	67,190	-50,000	17,190	0	0	17,190	17,190	0				09/07/25 No spend planned currently, works to be identified.
S97416	Major Adaptations	800,000	0	800,000	559,132	148,937	91,931	800,000	0	31/03/2026	31/03/2026	31/03/2026	09/07/25 92 major adaptations received in Qtr1 of which 85 jobs were completed. Currently expecting to spend £80k per period. 07/10/25 A total of 99 major adaptations were received in Q2, with 76 completed to date. The programme is currently on track to fully utilise the allocated budget by the end of the financial year. 08/01/26 85 Major adaptations were received in Qtr 3, with 72 being completed within the quarter. It is anticipated that the budget will be fully committed by the end of the FY.
S97417	Minor Adaptations	70,000	0	70,000	30,733	18,715	20,552	70,000	0	31/03/2026	31/03/2026	31/03/2026	09/07/25 88 minor adaptations received in Qtr1 of which 80 jobs were completed. Currently expecting to spend £8k per period. 08/10/2025 A total of 112 minor adaptations were received in Q2, with 103 completed. Recent job requests have been lower in cost than anticipated, resulting in reduced spending compared to initial expectations. 08/01/26 98 minor adaptations were received in Qtr 3, with 75 being completed within the quarter. We expect to fully the commit the total budget before the end of FY.
S97418	Adaptation Stair Lift/Ho	70,000	0	70,000	47,570	21,922	509	70,000	0	31/03/2026	31/03/2026	31/03/2026	09/07/25 3 jobs planned in for next Qtr with an approx cost of £10k 07/10/25 The budget is currently fully committed. As the work is carried out on an ad hoc basis, any additional tasks may require further budget allocation. 08/01/26 No further job requests have been submitted at this time.
S774	DISABLED ADAPTATIONS	1,007,190	-50,000	957,190	637,435	189,574	130,182	957,191	1				

Project	Capital Description	Current Revised Budget	Variations Proposed to Cabinet 24 Mar 26	Revised Budget Including Variations for Approval	Actuals to 31.12.25	Current outstanding orders	Additional anticipated spend in year	Total Projected spend in year	Variance Over/Under-spend	Original Expected Completion Date	Revised Completion Date	Revised Completion Date	Comments - Spend to date
S97500	LEGIONELLA	80,000	0	80,000	0	13,698	66,302	80,000	0	31/03/2026	31/03/2026	31/03/2026	10/07/25 Currently exploring more cost effective way to complete risk assessments therefore currently on hold. Remedial works ongoing, currently have £20k committed to be spent in Qtr 2. Budget expected to be sufficient to complete works at the moment. 09/10/25 Legionella risk assessments now being carried out by Phoenix as part of the Heating contract, however this is for a trial period and will be reviewed in Q3. 14/01/26 Remedial works now picking up due to the risk assessments being carried out, currently only small jobs coming through therefore budget expected to be sufficient to the end of the FY.
S775	LEGIONELLA	80,000	0	80,000	0	13,698	66,302	80,000	0				
S98100	BUILDING SAFETY	309,676	-309,676	0	0	0	0	0	0	31/03/2026	31/03/2026	31/03/2026	15/07/25 No spend currently planned, currently looking at potential projects.
S98101	Fire Alarm Systems	0	28,343	28,343	0	28,343	28,343	28,343	-0				15/07/25 One job completed at Manvers View, further works to be identified. 09/10/25 Actuals to be moved to Revenue in P7, works identified not Capital expenditure. 14/01/26 Some small jobs now in progress, purchase order raised & expected to cover costs in full.
S98102	Sprinkler System	0	0	0	0	0	0	0	0				
S98103	Structural Surveys - Elevated Walkways	150,000	0	150,000	0	0	150,000	150,000	0	31/03/2026	31/03/2026	31/03/2026	08/07/25 Planned works at Grange Road, waiting for rewires to be complete before surveys completed and costs are known, potentially a large scale job. 09/10/25 Planned job at Grange Road awaiting Western Power to complete external rewires before we can proceed with works. 14/01/26 Awaiting 3rd party contractor to begin works before we can carry out our planned works on the walkways.
S98104	Scooter Shed	0	0	0	0	0	0	0	0				
S98105	Compartmentalisation in Roof Space	0	0	0	-0	-0	0	-0	-0				
S98106	Inspection & Install Lightning Conductors	0	0	0	0	0	0	0	0				
S98107	Aerial Inspections	0	0	0	0	0	0	0	0				
S98108	Door Entry Systems	0	17,548	17,548	0	17,548	0	17,548	0				14/01/26 Some small jobs now in progress, purchase order raised & expected to cover costs in full.
S781	BUILDING SAFETY	459,676	-263,785	195,891	-0	45,891	150,000	195,891	-0				
S99100	PROPERTY INVESTMENT CONTINGENCY	0	0	0	0	0	0	0	0	31/03/2026	31/03/2026	31/03/2026	
S99102	Housing Capital Fees	528,410	154,641	683,051	141,348	0	541,703	683,051	0	31/03/2026	31/03/2026	31/03/2026	08/10/2025 Recharges are anticipated to be lower than forecast due to current vacancies within the investment team. 21/01/26 Investment team recharge recalculated due to increase in agency spend.
S791	UNALLOCATED FUNDING	528,410	154,641	683,051	141,348	0	541,703	683,051	0				
	SUB TOTAL PROPERTY INVESTMENT	13,196,994	0	13,196,994	6,546,119	3,057,800	3,440,173	13,196,993	-1				
	AFFORDABLE HOUSING												
SA1031	Site Acquisition (Inc RT8)	0	0	0	0	0	0	0	0	31/03/2026	31/03/2026	31/03/2026	10/07/25 No planned purchases at the moment, will keep under review, reprofile £776k for now. 07/10/25 No planned purchases at the moment, reprofile to 26/27
SA1033	Estate Regeneration	1,000,000	0	1,000,000	369,678	516,867	113,454	1,000,000	-0	31/12/2031	31/12/2031	31/12/2031	10/07/25 currently working through proposed JCT contract details. 14/01/26 currently working to discharge pre-commencement planning conditions prior to starting on site.
SA1047	New Build Contingency	417,385	-52,233	365,152	0	0	365,152	365,152	0	31/03/2026	31/03/2026	31/03/2026	10/07/25 budget will be redistributed when required
SA1048	Boughton Extra Care	0	0	0	0	0	0	0	0	31/05/2025	31/05/2025	31/05/2025	15/07/25 Defects now completed, no further budget needed as project complete.
SA1081	Phase 5 Cluster 1	0	0	0	-6,032	6,032	0	-0	-0	31/03/2026	31/03/2026	31/03/2026	10/07/25 Retention left to pay expecting to pay this FY.
SA1082	Phase 5 Cluster 2	160,245	0	160,245	138,657	17,078	4,510	160,245	0	27/06/2025	30/06/2025	30/06/2025	10/07/25 Phase now completed, retention left to pay which will be paid this FY.
SA1083	Phase 5 Cluster 3	0	0	0	0	-608	608	0	0	31/03/2026	30/09/2025	30/09/2025	07/10/2025 Phase now completed, retention left to pay which will be paid this FY.
SA1084	Phase 5 Cluster 4	362,615	45,528	408,143	378,543	29,600	0	408,143	0	30/09/2025	31/10/2025	31/10/2025	10/07/25 Still on site, expected to be completed by end of September. 07/10/25 Expected to be complete in the next 2 weeks. Will move money in from other clusters to cover overspend. 15/01/26 Phase now complete, retention left to pay.
SA1085	Phase 5 Cluster 5	0	0	0	-17,244	17,244	0	0	0	31/03/2026	31/03/2026	31/03/2026	10/07/25 Retention left to pay expecting to pay this FY.
SA1086	Phase 5 Cluster 6	0	0	0	-3,969	3,969	0	-0	-0	31/03/2026	31/03/2026	31/03/2026	10/07/25 Retention left to pay expecting to pay this FY.
SA1090	Phase 6	48,013	6,705	54,718	7,283	47,435	0	54,718	-0	31/03/2027	31/03/2027	31/03/2027	10/07/25 reprofile budget to 26/27 for the Rainworth site
SA1091	Phase 6 Cluster 1	6,000	0	6,000	0	0	6,000	6,000	0	02/04/2025	02/04/2025	02/04/2025	10/07/25 Site now complete, retention left to pay 26/27 07/10/25 GRN to be done retention left to pay 26/27, any remaining budget can be moved to contingency once retention cost is confirmed. 15/01/26 Phase now complete, retention left to pay.
SA1092	Phase 6 Cluster 2 - S106 Purchase	771,000	-771,000	0	0	0	0	0	0	31/03/2027	31/03/2027	31/03/2027	10/07/25 Purchase of S106 properties awaiting agreement from Legal, expected to be completed the FY 15/01/26 Portfolio holder decision approved in December, purchase now to proceed. It's anticipated that the purchase will be completed early in 26/27.

Project	Capital Description	Current Revised Budget	Variations Proposed to Cabinet 24 Mar 26	Revised Budget Including Variations for Approval	Actuals to 31.12.25	Current outstanding orders	Additional anticipated spend in year	Total Projected spend in year	Variance Over/Under spend	Original Expected Completion Date	Revised Completion Date	Revised Completion Date	Comments - Spend to date
SA1093	Phase 6 Cluster 3 - Church Circle	500,000	-396,600	103,400	17,158	36,242	50,000	103,400	0	31/03/2027	31/03/2027	31/03/2027	10/07/25 Procurement is now complete, contract award pending, expected to start on site this FY. 07/10/25 Start onsite expected January 2026, reprofile £500k budget to 26/27 15/01/26 Contractors currently carrying out design and statutory agreements, works on site expected to commence in the new FY.
SA1094	Phase 6 Cluster 4 - Bowbridge Road	500,000	-400,000	100,000	17,629	16,590	65,781	100,000	-0	31/03/2027	31/03/2027	31/03/2027	10/07/25 Procurement is now complete, contract award pending, expected to start on site this FY. 07/10/25 Start onsite expected end of January 2026, reprofile £500k budget to 26/27 15/01/26 Contractors currently carrying out design and statutory agreements, works on site expected to commence in the new FY.
SA1095	Phase 6 Cluster 5 - Lowfield Lane	500,000	-371,550	128,450	0	78,450	50,000	128,450	0	31/03/2027	31/03/2027	31/03/2027	10/07/25 Procurement is now complete, contract award pending, expected to start on site this FY. 07/10/25 Start onsite expected end of December 2025, reprofile £500k budget to 26/27 15/01/26 Contractors currently carrying out design and statutory agreements, works on site expected to commence in the new FY.
SC2000	Careline Analogue to Digital	98,573	0	98,573	98,400	0	0	98,400	-173	31/12/2025	30/09/2025	30/09/2025	08/07/25 £98k Slippage from 24/25 now fully spent 09/10/25 Project now complete, no further spend expected.
SC2002	New Housing Management System	208,045	-15,000	193,045	37,362	66,198	89,485	193,045	-0	31/12/2025	30/06/2026	30/06/2026	11/07/25 Staff recharge costs & overtime for Q1 Awaiting costs for merit and additional costs from NEC, expected to complete end of December. 07/10/25 Project to now include the shut down of Capita therefore pushing back the completion date also some delay to basic project work. Additional resource also required for this. Awaiting costs from suppliers for additional functions within system relating to the introduction of Awaab's law. Profile £200k to 26/27 for revised project plan. 13/01/26 Current PO raised is going to be utilised upto the end of FY, currently budget only required for staff recharges which are to be calculated & moved in before year end. £15k reprofiled to 26/27.
SC2003	HRA Vehicle Replacement Programme	965,265	86,982	1,052,247	0	0	1,052,247	1,052,247	0		31/03/2026	31/03/2026	13/10/25 Vehicle replacement previously sat in GF budget and paid by HRA via recharges, replacement budget reallocated for more efficient budgeting. Still managed by Environmental Services via the Nottinghamshire consortium and replacement programme due within the current year. 13/01/25 replacement of 36 vehicles. The chassis have been ordered and prices have now been received for the body. Increase in budget is required as the prices have come back higher than expected and following the new contract.
SUB TOTAL AFFORDABLE HOUSING		5,537,141	-1,867,168	3,669,973	1,037,464	835,098	1,797,237	3,669,799	-174				
		0											
TOTAL HOUSING REVENUE ACCOUNT		18,734,135	-1,867,168	16,866,967	7,583,584	3,892,897	5,237,410	16,866,792	-175				



Report to: Policy & Performance Improvement Committee – 16 March 2026
 Director Lead: Suzanne Shead - Director of Housing, Health & Wellbeing
 Lead Officer: Wayne Fox – Business Manager Building Safety & Asset Investment

Report Summary	
Report Title	Quarter 3 2025-26 - Housing Compliance Assurance Report
Purpose of Report	To provide the performance position as of 31 December 2025 (Quarter 3) for Housing related compliance and update on activities in the service area.
Recommendations	<p>That Cabinet note:</p> <ul style="list-style-type: none"> a) the exceptions to performance of the housing service compliance functions; b) interim arrangements for monitoring damp and mould ahead of introduction of Awaab’s Law; and c) the ongoing actions to improve and maintain performance. <p>This links to two ambitions in our Community Plan: Ambition 2: Increase the supply of housing, in particular decent homes that residents can afford to buy and rent, as well as improving housing standards and, Ambition 7: Be a top performing, modern and accessible Council that get its everyday services right for the residents and businesses that it serves</p>
Reason for Recommendation	To provide assurance on the work undertaken to ensure the safety of tenants and compliance with the regulatory standards.

1.0 Background

This report provides Members with the performance of housing compliance services at the end of December 2025, focusing on exceptions performance, which is outside the Council’s target parameters.

The full performance summary is shared with SLT; the Portfolio Holder for Housing and discussed as a standard agenda item for the Tenant Engagement Board meetings ensuring that Health & Safety are at the heart of our conversations and actions. Performance is also discussed at Policy and Performance Committee (PPIC) before being presented quarterly at Cabinet (Performance) to ensure there is oversight at Board level.

1.1 This report sets out the Council’s performance against the Council’s legal and regulatory landlord responsibilities for a range of building safety measures including

fire protection, gas, asbestos, electrical and water. Further information on the Council's responsibilities can be found here <https://www.gov.uk/government/publications/safety-and-quality-standard>.

1.2 Full details of these performance indicators along with associated commentary are included at Appendix 1 to this report.

1.3 The Council's performance in the report is rated as set out in the table below - as recommended by external auditors and the Regulator of Social Housing:

RAG Rating	Old Rating 2023/24	New Rating 2024/25	Colour in Appendix Report
Green	At Target	100%	
Amber	Within 2%	98 – 99.9%	
Red	Below 2%	0 – 97.99%	

1.4 The report also included information on the number of damp and mould cases and our performance in this area including:

- number of inspections conducted.
- number of works order raised and completed.
- average time taken to complete works.
- percentage completed on time.
- average cost of repairs not capitalised (Priority 1 & Priority 2 only)

across three categories (P1-P3) based on the amount and difficulty of the work and in total. The description for each category is listed below and can be found on page 3 of Appendix 1 Key Performance Reporting Scorecard for Housing Compliance.

- P1 - Emergency e.g. excessive mould or major leak.
- P2 - Minor repair works and mould wash.
- P3 - Major Works undertaken by Asset Team e.g. new Damp Proof Course

1.5 Due to the move to the new Housing Management System, an interim reporting arrangement is in place as the new system is set up for Awaab's Law (Damp & Mould) and the associated reporting arrangements required. This means temporarily, the team will produce an ad hoc report that draws down all repairs with a reference to damp and mould, when Awaab's Law is in force, the system is set up to report automatically from a specific contractor code that relates only to damp and mould repairs, ensuring our information on performance is as accurate as possible.

The Council received a letter from the Government in June 2025 ahead of the introduction of new regulation relating to phase 1 of Awaab's Law and changes to electrical safety standards from the Autumn, which the Council are already preparing for. This will give strict timescales for the investigation and rectification of damp and mould. There are two further phases expected in 2026 and 2027 which will expand the scope of Awaab's Law.

- 1.6 Changes in came into force from October 2025 requiring Social Landlords to issue new incoming tenants with a copy of the EICR within 28-days of their tenancy start date. To this effect the contractor has been instructed prior to the commencement date to provide a copy of the EICR within 28-days to tenants when an EICR or a re-wire is completed.

2.0 Proposal /Options Considered

Gas Servicing Domestic - AMBER

Gas servicing is now 99.84% compliant. There are 8 properties without a current gas safety certificate which is down by 20 from the end of September 2025.

A new process has been introduced, involving close collaboration with the contractor, tenancy officers, and our legal team to further reduce instances of no-access. To improve accessibility rates an Access Plan is being developed.

Further to feedback from Cabinet on 8 July 2025, the team are also reviewing the messaging to tenants who fail to give access and the intention to cap supply to ensure the wording in letters is clear.

2.1 Fire Safety Checks – Amber

The FRA’s for the 106 blocks and the 31 community centres has been completed and will now fall into the scheduled frequency of inspection.

Fire actions are being reviewed and completed weekly. As of December, 655 actions have been completed, with 142 with the contractor, 14 in progress, and 0 awaiting review. The remaining FRAs will be completed between January 2026 and March 2026.

Please see table below with action plan for completion of the outstanding Fire Risk Assessments and due dates in 2025/26. Delivery of this programme is on track.

Type	Completed to date	October 2025 to March 2026
Blocks P1 & P2	712	357
Blocks 3&4	558	256
Community Centres	146	46

2.2 Fire Door Inspections – Green

All Communal Fire Door Inspections have been carried out at and following the inspection 412 actions have been raised which have been rectified at the time of the visit. We have renewed 54 Communal Fire Doors within Q3.

We have inspected 64% of all Flat Fire Doors out a total of 676 fire doors, to improve inspection rate the access procedure is being finalised which will require the contractor to attempt to gain access on three occasions following appointment letters. We have renewed 20 Flat Fire Doors within Q3.

2.3 Asbestos Domestic & Communal – AMBER

There are no outstanding Asbestos Surveys within Community Centres, Block, or garages having achieved 100% compliance across these sites. Within our domestic

properties our current compliance rate is at 95.01% which we have a target of 100% compliance before the end of this financial year.

2.4 Water Safety - AMBER

All communal spaces and community centres have valid Water Risk Assessments, and monthly water monitoring is being undertaken. A multi-service programme commenced on the 1st of November 2025 to undertake Domestic Water Risk Assessments (WRA) and associated actions alongside the Gas Service. Currently the multi-service has completed 393 WRAs at the end of Q3, all properties visited moving forward will have a WRA undertaken and within a full year of service all domestic properties will have a WRA.

2.5 Stair Lifts – AMBER & Hoists – AMBER

A stairlifts are compliant and hoists is currently 97% compliant with two properties non-compliant one with in a tenanted property and a hoist within a void property where we are waiting on keys to be returned.

2.6 EICR certifications less than five years old – AMBER

There are 2 properties without a valid EICR certificate (less than five years old) with a non-compliance at 99.96%. We have one property with Legal, and we have an appointment on the remaining non-compliant property.

2.7 Solid Fuel & Oil Servicing - RED

Solid Fuel and Oil servicing compliance rates have improved with solid fuel currently at 90% compliant, and oil servicing compliance at 97.87%. Data held is under constant review improving asset data.

3.0 Implications

In writing this report and in putting forward recommendations, officers have considered the following implications: Data Protection; Digital & Cyber Security; Equality & Diversity; Financial; Human Resources; Human Rights; Legal; Safeguarding & Sustainability and where appropriate they have made reference to these implications and added suitable expert comment where appropriate.

Implications Considered			
Yes – relevant and included / NA – not applicable			
Financial	N/A	Equality & Diversity	N/A
Human Resources	N/A	Human Rights	N/A
Legal	N/A	Data Protection	N/A
Digital & Cyber Security	N/A	Safeguarding	N/A
Sustainability	N/A	Crime & Disorder	N/A
LGR	N/A	Tenant Consultation	N/A

Do not delete this table.

Financial Implications - (FIN25-26/4260)

3.1 There are no direct financial implications arising from this report.

Equalities & Diversity Implications

3.2 There are no direct equalities implications arising from this report though as part of how we manage these services, we consider the tenants individual circumstances and work with them through our housing services team to achieve compliance.

Legal Implications

3.3 There are no direct legal implications arising from this report

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

None

**Executive Summary Report of Corporate Property Compliance Service Date
10/01/2026 (Q3 Report)**

Presented by: Norman Emery

The report gives an executive summary of the current position of Housing compliance for the period from 01/10/2025 – 31/12/2025 (Q3)

Domestic Gas Services

Detail	No.	Q3 % Compliant	Q2%	Comments
Total Number of Properties	5157	99.84%	99.61%	↓
No. Properties without a valid gas Certificate	8			2 confirmed appointments. 2 With Legal. 1 Tenant attending court daily 2 In Hospital. 1 Vulnerable adult - Tenancy officer to arrange joint visit with engineer.
No. Properties with Long Term Cap	22			Fuel poverty predominantly

Commercial Gas Services

Detail	No.	Q3 % Compliant	Q2%	Comments
Total Number of Properties	8	100%	100%	Increase in numbers due to two commercial gas meters located installed servicing domestic boilers.
No. Properties without a valid gas Certificate				

Electrical installations

Detail	No.	Q3 % Compliant	Q2%	Comments
Total Number of Properties	5565	99.69%	99.52%	↓
No. Properties without a valid EICR Certificate	2			1 x Legal & Housing, 1 x Appointment made
No of reportable of dangerous occurrences	0			
No of properties with C1s identified and outstanding	0			This information is not captured, because any C1 or C” is rectified at the time of the EICR producing a “Satisfactory” certificate upon completion.
No of properties with C2s identified and outstanding	0			As above

Note C1s = Require attention immediately as they present a danger to life.

Note C2s = Require recommended as they present a potential to cause harm.

Oil Servicing

Detail	No.	Q3 % Compliant	Q2%	Comments
Total Number of Properties	94	97.87%	90.22%	↑
No. Properties without a valid Certificate	2			Properties transferred to Pheonix due to existing contract expiring. Remainder of no-access being managed through the pass back process including calls, knock-ons and SMS.

Air Source Servicing

Detail	No.	Q3 % Compliant	Q2%	Comments
Total Number of Properties	204	98.53%	89.70%	↑
No. Properties without a valid Certificate	3			No-access being managed through the pass back process including calls, knock-ons and SMS.

Solid Fuel

Detail	No.	Q3% Compliant	Q2%	Comments
Total Number of Properties	10	90%	100%-	↓ With Legal & Housing
No. Properties without a valid Certificate	1			

LPG

Detail	No.	Q3% Compliant	Q2%	Comments
Total Number of Properties	2	100%	100%	→
No. Properties without a valid Certificate	0			

Asbestos Management

Detail	No.	Q3% Compliant	Q2%	Comments
Total Number of Community Centres	33	100%	-	→
Total Number of All Blocks	340	100%	-	→

Total Number Communal Garages	49	100%	-	→
Domestic Properties	5169	95.01%	84%	↑ Full review taking place of Asbestos Surveys to update Asbestos Register following centralisation of compliance area.

Water Hygiene

Detail	No.	Q3% Compliant	Q2%	Comments
Total Number of Community Centres	33	100%	-	→ 3 x near misses. Replacing high water content systems with low water content systems.
Total Number of Blocks with Water Systems	3	100%		→
Domestic Properties	5565	7.06%	67	↓ Multi Service Appointment has commenced on the 01/11/2025 and this will be completed through the course of the servicing programme.

Fire Management

Detail	No.	Q3% Compliant	Q2%	Comments
Total Number of Blocks	106	100%	-	→ Following revised programme of FRAs from 3 & 5 year approach to 1 & 2 year approach. All FRAs for year one to be completed by March 2026. Currently 100% complete.
Total Number of Community Centres	31			

Communal Fire Doors	986	100%		This has been split out between Communal Fire Doors and Flat Fire Doors for greater clarity.
Flat Fire Doors	676	63.91%		As above. Access requirements under review.
Fire Alarms	43	100%		
Emergency Lighting	159	100%		
AOV	2	100%		
Fire Dampers	1	100%		
Fire Extinguishers	119	100%		
No of buildings which have fire remedial actions which have been identified from current fire risk assessments.				<p style="text-align: center;"></p> <p>96 FRAs carried out 896 Actions 657 Complete</p> <p>Outstanding</p> <p>High Risk: 423 (2 in progress/49 issued to contractor/0 awaiting review/17 cancelled) Completed: 355 Outstanding: 51</p> <p>Medium Risk: 472 (90 issued to contractor/63 in progress/0 awaiting review/63 cancelled) Completed: 256 Outstanding: 153</p> <p>Low risk/Planned works: 58 (3 issued to contractor/5 in progress/4 cancelled) Completed: 46 Outstanding: 8</p>

Passenger Lifts

Detail	No.	Q3% Compliant	Q2	Comments
Total Number of Properties	9	100%	100%	→
No of properties without a valid lift certificate.	0		-	

Stair Lifts

Detail	No.	Q3% Compliant	Q2%	Comments
Total Number of Properties	119	100%	98.2%	↑
No of properties without a valid certificate.			-	

Hoists

Detail	No.	Q3% Compliant	Q2%	Comments
Total Number of Properties	67	97.01%	98.48%	↓
No of properties without a valid certificate.	2		-	1 x void & 1 x appointment with tenant

Auto Doors and mechanical systems

Detail	No.	Q3% Compliant	Q2%	Comments
Total Number of Properties	37	100%	-	
No of properties without a valid certificate.			-	

Air conditioning and ventilation systems

Detail	No.	Q3% Compliant	Q2%	Comments
Total Number of Properties	2	100%	-	

No of properties without a valid certificate.			-	
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Other updates and information from the compliance.

Detail	Comments

The above report is an accurate summary record of the building compliance service delivery for the reported period.

Signed By: Norman Emery - Compliance Manager

Signed by: Craig Linacre – Heating Surveyor

Signed by: Vince Parr – Electrical Surveyor

Signed by: Dean McNulty – Asbestos Surveyor

Signed by: Jeremy Mitchell – Fire Surveyor



Report to: Policy & Performance Improvement Committee – 16 March 2026

Director Lead: Deborah Johnson, Director of Customer Services and Organisational Development

Lead Officer: Rowan Bosworth-Brown, Senior Transformation and Service Improvement Officer, ext 824, Performance.team@newark-sherwooddc.gov.uk

Report Summary	
Report Title	Community Plan Performance for Quarter 3
Purpose of Report	To present the Quarter 3 Community Plan Performance Report 2025/26 (1 October – 31 December 2025)
Recommendations	That the Policy and Performance Improvement Committee review the Community Plan Performance Report attached as Appendix 1 and the Compliance report attached as Appendix 2 .
Reason for Recommendation	To ensure that the Policy and Performance Improvement Committee are aware of all relevant performance updates in line with the Community Plan.

1.0 Background

We continue to deliver an approach to performance that is used to drive improvement rather than being simply used as a counting device. We are doing this by analysing data and progress against key activities as well as building a picture of the context of performance using district statistics, customer feedback and workforce information.

The development of this report details the Quarter 3 performance and includes activities delivered within the quarter.

2.0 Proposal /Options Considered

That the Policy and Performance Improvement Committee review the Community Plan Performance Report (Appendix 1) and the Compliance Report (Appendix 2).

3.0 Implications

In writing this report and in putting forward recommendations, officers have considered the following implications: Data Protection; Digital & Cyber Security; Equality & Diversity; Financial; Human Resources; Human Rights; Legal; Safeguarding & Sustainability and where appropriate they have made reference to these implications and added suitable expert comment where appropriate.

Implications Considered			
Yes – relevant and included / NA – not applicable			
Financial	N/A	Equality & Diversity	N/A
Human Resources	N/A	Human Rights	N/A
Legal	N/A	Data Protection	N/A
Digital & Cyber Security	N/A	Safeguarding	N/A
Sustainability	N/A	Crime & Disorder	N/A
LGR	N/A	Tenant Consultation	N/A

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

None

This document or its appendices contain content generated by Artificial Intelligence (AI). AI generated content has been reviewed by the author for accuracy and edited/revised where necessary. The author takes responsibility for this content.



Community Plan Performance Report

2025 – 26 Q3

**1 October -
31 December 2025**

Introduction

At Newark and Sherwood District Council, our mission is to empower residents and businesses to thrive, while also attracting visitors to experience the unique offerings of our area. Our strategy to achieve this is outlined in our Community Plan, which was developed with input from residents and sets forth the Council's ambitions and activities over a four-year period.

Having been in place for two years, our 2023-27 Community Plan has recently undergone a review to ensure it remains relevant and reflective of ongoing and upcoming projects and initiatives. This continuous refreshment is crucial to maintaining the plan's effectiveness.

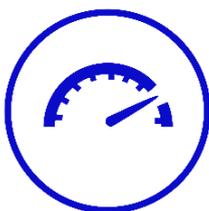
Our performance framework complements the Community Plan by detailing how we will measure the success of our ambitions through key performance indicators, utilising both qualitative and quantitative data.

This report evaluates the Council's performance against the Community Plan, focusing on key services and activities from **1 October to 31 December 2025 (Quarter 3)**. Understanding our performance enables us to promote good practices, ensure quality service delivery, and identify areas for improvement. The Council's performance is measured in four parts, three of which are detailed within this report. The fourth part, Our Customers, is reported twice a year in our Customer Feedback Report.



Our District

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



Our Performance

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



Our Workforce

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

Our District



About Newark and Sherwood (2021 Census)

A resident population of 122,956 (14.9% of Nottinghamshire’s population).

There are 53,332 dwellings in the district, 38.5% are owned outright, 31.3% are owned with a mortgage or loan, 13.9% are socially rented, 16.3% are private rented around 10% directly owned by the Council.

92.7% of the district population were born in the UK.

60.5% of the district’s population are working age (16 to 64), 17% are 16 years or younger and 22.4% of the population are over the age of 65. For those over the age of 65, this percentage has increase by 3.5% when compared to the 2011 census demonstrating a growing older population when compared to the 2021 census. In terms of socio-economic challenges, 16.2% of households do not own a car or van, 0.8% of households do not have a form of central heating and 19.1% of residents do not have any formal qualifications.

Performance of our district

This data tells us something about our district in **Quarter 3 2025-26**. Most of these indicators are not factors we can directly affect, only influence, but they add context to the work we undertake.

Average footfall figures for Quarter 3 in Newark, Southwell, Edwinstowe, and Ollerton are presented below. In

Newark, average daily visitor numbers rose by 0.8% in December, likely due to events like the Christmas Steampunk weekend, the Christmas Tree Festival at the Buttermarket, and free weekend parking in Council-owned car parks. Thursday, December 11th was the

busiest day of the month in Newark, coinciding with the Mayor’s Charity Quiz Night at the town hall, ongoing Pantomime performances, and Santa’s Grotto throughout December. Data from the five town centre sensors showed a 3.8% increase in visitors, marking the fifth consecutive rise in footfall for this area. Newark Market Place experienced one of its busiest months in December 2025, with average visitor numbers up 12.8% compared to December 2024.

In comparison, Southwell, Edwinstowe, and Ollerton saw footfall decrease by about 5% in December. This drop is likely linked to fewer events than in November when highlights included Christmas Light Switch Ons, Late Night Shopping, and Black Friday sales. Visitor numbers did improve during specific events, such as Festive Raceday at Southwell Racecourse on December 19th and the Minster Carol Service on December 23rd, which brought approximately 20% more visitors than usual to Southwell. However, holidays were quiet: Edwinstowe had its lowest visitor count of the year on Christmas Day, with only 878 recorded visitors (56% below the 2025 average). Colder weather and shorter daylight hours also discouraged visits to outdoor locations like Forest Corner. Although this decline matches patterns seen in 2024, it was less pronounced. Average daily visitor numbers in Southwell and Ollerton were higher than in December 2024, suggesting the district overall enjoyed a busier Christmas season than the previous year. Favourable weather played a significant role; unlike in December 2024 when Storm Darragh cancelled festive activities and kept people home, December 2025 provided better conditions, encouraging more travel to town centres.

	Average Daily Footfall			
	Newark	Southwell	Edwinstowe	Ollerton
October	6,545	2,070	1,751	2,455
November	6,288	2,114	1,830	2,413
December	6,336	2,010	1,738	2,287
Q3 Average	6,390	2,065	1,773	2,385

Our District



Exploring our performance.

In this section of the report, we look at a few key measures of customer interaction to monitor how we interact with our customers, and we look at what our customers are telling us about the services they receive. We analyse these comments and show how we are learning from customer feedback.



Interactions with the Council

This information gives an indication of demand for council assistance year to date:

- **3,789 face-to-face** contacts were held at Castle House, a **3.51% decrease** when compared to the same period last year.
- **22,291 calls** were received by the contact centre, a **4% decrease** when compared to the same period last year.
- **10,744 digital web form transactions** were completed by our customers, a **2.56% increase** when compared to the same period last year.

We welcomed **424,034 unique website users this quarter**, which means so far this year there have been 1,322,768 unique visitors to our website. This is more than 3 times our targeted rate of 356,250. In addition, we measure **our reach and engagement with the posts we share to our social media accounts** to ensure what we are sharing is what our residents want to see and be made aware of – our engagement rate so far this year was above expectations at **1,265,906 engagements**, compared to a target of 750,000. **5,309 residents subscribed to our e-newsletters**, slightly below our target by **6.89%**.

Local Government Reorganisation

In December 2024, the Government released the English Devolution White Paper which outlined ambitions to begin a period of structural change to Local Government across England. The aim of this structural change is to transition from a two-tier system to a single tier system (also known as a Unitary Authority) of Local Government, which will be responsible for all local services in an area. In February 2025, the Government invited Councils to submit proposals for new Unitary Authority structures, with final submissions due by 28 November. The submissions must aim to create more efficient and effective Local Government, potentially leading to streamlined services and cost savings for residents.



Our Community Plan sets out our ambition to secure the very best option for the residents of Newark and Sherwood arising from the reorganisation of Local Government and as such we will continue to report on how we're progressing at strategic points throughout the year. These progress updates can be found in [Ambition 7 – Be a top performing, modern and accessible Council, that get its everyday services right for the residents and businesses that it serves.](#)

Celebrating a Year of Progress

As we bring the third quarter of the financial year to a close and bid farewell to 2025, it's a natural moment for us all - residents, partners and colleagues alike, to pause and reflect. This period is not just about reviewing figures; it's a chance to look back on our shared achievements, consider the challenges we've tackled together, and look forward with optimism as we step into a new year filled with fresh opportunities for our district.

We are proud to mark 2025 as a year of significant investment, community spirit, and tangible improvements delivered for residents across the district. From multi-million-pound regeneration projects to environmental milestones, our teams have worked tirelessly to enhance the quality of life for all.

Key highlights from the year include the submission of planning permission for the ambitious Ollerton town centre regeneration scheme and major redevelopment work on the Yorke Drive estate, both which have also received additional funding from the East Midlands Combined County Authority. Additional noteworthy developments include approval for five new 3G pitches, improved accessible amenities at the Dukeries Leisure Centre, and ongoing enhancements at Newark Castle and 32 Stodman Street.

Environmental achievements have been exceptional, with Sherwood Avenue Play Park receiving the district's sixth Green Flag award. Over 110,000 trees were planted in two new woodlands, and the Green Gateway scheme has brought wildflower planting to entrances and exits across towns and villages. Newark was one of many places in the district honoured at the East Midlands in Bloom annual competition winning the 'least litter in the East Midlands' prize, thanks to the hard work of local groups, businesses, and volunteers.

On the housing front, more than £500,000 was invested in de-carbonising Council homes, alongside the launch of MyHome, a new online service that makes it easier for tenants to manage repairs and tenancy information. The opening of the Alexander Lodge facility in the summer is also providing much-needed support for homeless residents.

Community safety has advanced with the development of a centralised CCTV control room for Newark and Sherwood, expected to be operational soon. The Council also celebrated local heroes through the Community and Sports Awards, honouring 13 outstanding individuals for their contributions.



**LOOKING BACK
ON 2025 WITH
THE LEADER OF
THE COUNCIL**



SERVING PEOPLE, IMPROVING LIVES

"2025 has been an extraordinary year for our district. I am immensely proud of the dedication shown by our officers and councillors, who work tirelessly to serve our community. The achievements we have celebrated this year, from environmental successes to housing improvements and public safety advancements, are a testament to the passion and commitment we all share for Newark and Sherwood. Together, we continue to strive for a better future for all our residents.

We know it is impossible to please everyone with each decision we make, but we all passionately care about Newark and Sherwood and do the very best we can for all our residents at all times.

As we wrap up another wonderful year, I'd like to wish all our residents a very merry Christmas and a happy New Year."

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

Break down barriers to opportunity to enable residents and businesses to prosper and fulfil their potential.



Our 2023-2027 Community Plan set out our ambition to develop and deliver a new **Sustainable Economic Growth Strategy for 2026-2031**. We achieved this aim during the quarter, with the strategy being presented to Cabinet for Approval in November 2025. The strategy is a forward-looking five-year plan developed to unlock the district's potential, tackle long-standing challenges, and create a more resilient local economy. The strategy builds on the successes of the previous five-year plan, which delivered over £31 million in business support during the pandemic and delivered transformative projects such as the Newark Air & Space Institute and expanded Future First Careers Expo. The strategy aims to tackle some ongoing challenges, including comparatively low productivity, gaps in skills, and high levels of economic inactivity due to poor health.



The strategy is accompanied by a detailed action plan, which includes major projects such as the Newark Town Centre Masterplan, the Ollerton Regeneration Scheme, and completion of important road projects such as the A46 Bypass and Newark Southern Link Road. It also incorporates a Destination Management Plan aimed at boosting the visitor economy. Progress against these will be reported quarterly.

In order to support local communities to develop the necessary skills in order to benefit from the pipeline of major infrastructure developments, we have developed an Employment & Skills Board. This board includes key partners like the Colleges, Department for Work and Pensions, Nottinghamshire County Council, training providers, as well as employers. The Board aims to steer, influence and support learning and training for improved qualifications, employment and positive destinations. The delivery of training and learning using Adult Skills Fund accessed through training providers, is designed by local need. We have also developed a Land Management Group which specifically works with local Further Education providers and Independent Training Providers to support pathways to qualifications and employment in the land management sector, which is a unique selling point for local provision and need.

We have been working to maximise local economic opportunities in green and land management sectors, through the development of a Land Management Advisory Group. The group met for the second time this quarter, bringing together 11 partners from across the sector. Alongside the Chair and a representative from the Economic Growth team, the group welcomed experts from the Department for Work and Pensions, Nottingham Trent University, Nottinghamshire Wildlife Trust, and other leading Further Education/Higher Education providers and together they discussed some key issues, including:

- **Tackling Skills Gaps for Young People**

The group discussed how to inspire the next generation to consider careers in land management. To kickstart this, the group designed a survey for schools across Newark and Sherwood. The aim is to understand students' awareness, interest, and influences when it comes to land-based courses and careers. The survey will launch at the start of the Spring Term, with responses requested by February half-term.

Break down barriers to opportunity to enable residents and businesses to prosper and fulfil their potential.



- **Showcasing Opportunities**

The group also identified major events where land management careers can take centre stage, including the County Show in May and the Woodland Festival in July. These will be fantastic opportunities to raise awareness and spark interest in the sector.

- **What's Next?**

During the next meeting taking place in March, the responses to the land-based courses and careers survey responses will have been received and analysed. This will enable the group to review the survey insights and continue shaping future actions to close the skills gap.

Newark will soon see the benefits from substantial new investment as part of the Government's £5 billion Pride in Place (PiP) Programme. In March 2025, Newark was awarded £19.5 million through the fund, previously known as the 'Plan for Neighbourhoods' initiative, and was just one of 75 initial areas chosen from across the UK.



The local programme is overseen by the Newark Town Board and funding will be instrumental in driving forward a transformational vision for Newark and its communities. The programme is scheduled to commence in April 2026, providing endowment style investment over the next decade until 2036. The release of funds from Government is subject to the approval of a Local Regeneration Plan, recently developed by Newark Town Board and due for submission in November 2025. This comprehensive plan sets out a high-level vision for Newark over the next decade and an investment profile for the period 2026 to 2030.

"The initial investment of £25 million awarded to Newark in 2019 has allowed us to develop several key sites for the benefit of the community including the Air and Space Institute, Newark Construction College, Newark Gatehouse Project and much more. Without this initial funding, these projects would not have happened, and we anticipate that this additional funding provided through the Pride in Place Programme will bring in even more exciting initiatives that will foster continued growth within the town. We're excited to see what these could be and we'll be working with Newark Town Board and community partners to bring these into reality.

"Collaborative working with the community has played a crucial role in progressing the programme to its current stage, enabling us to plan for the allocation of these funds. We remain committed to our ongoing partnership with the Newark Town Board and will support them to implement initiatives that deliver value to our residents."

**Councillor Claire Penny,
Portfolio Holder for Sustainable Economic Development**

Break down barriers to opportunity to enable residents and businesses to prosper and fulfil their potential.



Our Community Plan sets out our ambition to deliver **regeneration within Ollerton Town Centre** and this quarter we have made progress towards delivering on that ambition. The green book business case has been signed off and the full planning application has now been submitted. This planning application is due to be considered with a decision due in Spring 2026. We have continued negotiations this quarter, both to secure a cinema operator and to acquire the remaining land interests not within our ownership and we expect the former should be secured within Quarter 4 of this year. Overall, the project is on track and is due for completion in 2028/29.



CGI Illustration of Ollerton Town Centre Regeneration

Continue to progress the Clipstone regeneration scheme, which is progressing in 3 key phases. Last quarter we

shared that phase 1 proceeded to tender for contractors regarding the building of new industrial units. This quarter we're pleased to report that an award of contract is due to be made following assessment of tenders for the build contract and more details will be shared in future reports.

Phase 2 completed RIBA 2 – Concept Design, which is the stage which focuses on developing initial design ideas based on the project brief, exploring various design options, and creating visual representations of the project's potential. We are continuing to work with Clipstone Miners Welfare as project lead for phase 2 to proceed into RIBA stages 3 – Spatial Coordination and 4 – Technical Design. Additionally, Clipstone Miners Welfare have this quarter secured a project manager and are developing a cost plan for the budget, whilst also working to develop a route to contract the build.

Since the update we shared last quarter that phase 3 had completed RIBA 1 – Preparation & Brief, work has continued and updates can be expected on how this is progressing in future quarters.

A preferred contractor has now been identified to **redevelop the Clipstone Holdings site**. Contract award notices are being prepared by Welland Procurement and are due to be issued next quarter.



CGI Illustration of Ollerton Town Centre & Clipstone Regeneration schemes

Break down barriers to opportunity to enable residents and businesses to prosper and fulfil their potential.



Quarterly Indicators	23/24 Q3 Value	24/25 Q3 Value	Quarter 2 25/26	25/26 Q3 Value **	Performance Trend*	Target 25/26
Newark Beacon - % of occupied units	67.3%	83.3%	90.0%	97.0%	↑	83.0%
Commercial Property - % occupied units	100.0%	100.0%	100.0%	98.0%	↓	95.0%
Sherwood Forest Arts and Crafts - % of occupied units	100.0%	100.0%	100.0%	100.0%	==	95.0%
% of planning applications (major) determined within statutory timelines	93.0%	90.0%	100.0%	100.0%	==	90.0%
% of planning applications (non-major) determined within statutory timelines	93.5%	94.0%	86.0%	91.3%	↑	90.0%

*Performance trend indicates whether KPIs this quarter have improved, declined, or remained the same compared to the previous quarter. This information allows readers to identify trends, analyse possible underlying causes, and use these insights as a reference for resource allocation, strategic planning, and establishing future performance targets.

**Where the current quarter appears more favourable than the previous quarter, but is indicating a downward trend, this is due to the use of year-to-date indicators. Year-to-date indicators present cumulative performance for the year, whereas the performance trend analyses each quarter independently.

Exploring our performance: In the third quarter we decided 6 **major planning applications** achieving 100% within the 13-week target or agreed extension of time. As previously reported, performance can fluctuate according to the complexity of a scheme, negotiation undertaken, Biodiversity Net Gain as well as need for s106 planning obligation.

For **minor planning applications**, 184 applications within the 'non-Major' category, achieving 91.3% within 8-week target or agreed extension of time, representing increase in performance from the previous quarter.

Increase the supply of housing, in particular decent homes that residents can afford to buy and rent, as well as improving housing standards.



Alongside our **Yorke Drive Regeneration** development partner, Lovel Partnerships Ltd, we continue to work through the pre-commencement conditions within the outline and reserved matters planning approvals as previously reported. We're currently in the process of seeking Highways Section 38 approval, which pertains to the construction and adoption of new roads as public highways.



CGI Illustration of Yorke Drive Regeneration

Meanwhile, the residents of Yorke Drive are being actively rehoused as part of the projects decant strategy, which will ensure all those within the area earmarked

for demolition are appropriately re-housed. An update on the progress of the project was presented to Cabinet in October. Once all pre-commencement conditions have been discharged, a firm timeline for delivery will be shared in a future report.

Last quarter, we secured an additional £1,000,000 worth of funding from the East Midlands Combined Authority. This funding will go towards enhancing social housing from a carbon reduction and efficiency perspective through the introduction of solar panels and batteries. These measures will significantly reduce resident fuel bills and reduce those experiencing the impacts of fuel poverty. The remaining funding will support the delivery of the pavilion specification due to inflationary increases in the build.



We are undertaking stock condition surveys for Council Housing and private rented stock and we will use the findings to develop investment and improvement plans.

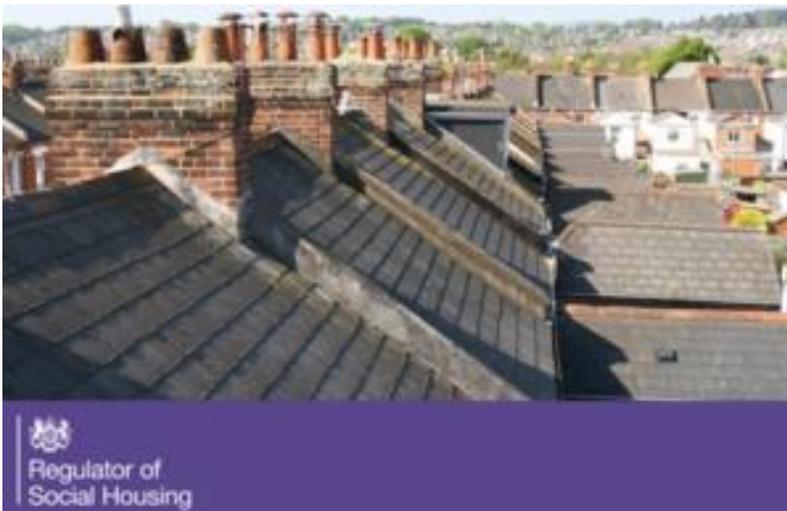
Currently 80% of our Council homes have had a stock condition survey carried out. We are pleased to report our target completion date remains the end of Quarter 4.

Within the private rented sector, we reported last quarter that Derby City Council are in the process of reviewing all data sets provided by us and other Councils, carrying out address matching so they can begin to build the Authority specific data base. Data analysis and report development are due to follow with scheduled completion in early 2026 and the final report delivery due in March 2026.

Increase the supply of housing, in particular decent homes that residents can afford to buy and rent, as well as improving housing standards.



We remain committed to **meeting social housing regulatory standards and are actively preparing for the upcoming inspection of our Housing Services by the Regulator of Social Housing**. We have now received notification for the upcoming inspection of our Housing Services which will take place in April 2026. Our recent efforts have included reviewing key policies, several of which were amended and approved in Quarter 3 to comply with Awaab's Law and developing a position statement to provide the regulator with a comprehensive overview of our Housing Services. A communications plan has been implemented, and updates regarding the inspection process are being shared with customers, members, and staff. Additionally, we have compiled a portfolio of evidence and completed a self-assessment against the regulatory inspection criteria, which is being continuously reviewed and updated. We have conducted a 'show me' exercise with colleagues to validate assumptions within our self-assessment, with a current focus on compliance. This work has also prompted further developments within our Asset Management System. The Housing Performance and Improvement Board also meets monthly to oversee performance and use this information to identify areas for improvement. We have established that preparation, compliance with the standard will always be an ongoing exercise and we have made good progress in understanding our weaknesses and have plans in place to address them.



Increase the supply of housing, in particular decent homes that residents can afford to buy and rent, as well as improving housing standards.



Develop new homes for open market sale or rent through Arkwood Developments Ltd, balancing housing quality, mix of housing, environmental sustainability and financial return. The 29-development unit at Stodman Street continues, with Arkwood Developments collaborating closely with us on the build process. It is expected that Arkwood Developments will take possession of the unit's mid-way through 2026 and they will commence on marketing these products in the Spring of 2026.



CGI illustration of the Lowfield Lane Development

At Lowfield Lane the development consists of 132-units and Arkwood Developments have concluded discharging pre-commencement planning conditions and are working with Lovells as the development partner. Initial site tidying works commenced before Christmas and the site clearance is due to be complete in early Quarter 4, with the build process to follow soon after during Spring 2026.

Work continues at Wirksworth to develop the 30-unit site. The build programme is progressing well, particularly given the seasonal impact that can be experienced during the winter period in the Derbyshire Dales. Arkwood Developments have been engaging with the Local Authority and have this quarter resolved the Section 278 works legal agreement after some months, which will allow the site to connect to the main road. Work will commence during February, and this will improve the sales activity. The first reservation has been received, and other sales are in the pipeline, which are at the point of detailed negotiation with prospective customers.

The 50-unit site at Long Bennington remains behind target due to delays confirming a date with the Local Authority for the site to go to full planning. This is mainly because of delays in the Local Authority receiving consultation responses. However, we have now had confirmation that this is due to be considered at the January 2026 planning committee and approval is recommended. Subject to approval, we have a build partner in place and aim to commence the build works in Spring 2026 following discharge of any pre-commencement conditions.

At Manea, Cambridge, the 32-unit site is due for completion during February 2026. Sales continue to show an upturn, particularly on the smaller units. At the time of sharing this update, there are circa 16 sales with more under negotiation which is good performance considering Quarter 3 being notoriously quieter in the housing sales sector due to seasonal impacts such as Christmas.



CGI illustration of the Manea Development

Finally, work continues concluding the purchase of one other 90-unit site with outline planning consent.

It is hoped to legally complete this purchase up in the early part of 2026 with a planning application to follow in the Summer 2026. Subject to a positive outcome, works would be likely to commence late 2026.

Increase the supply of housing, in particular decent homes that residents can afford to buy and rent, as well as improving housing standards.



Quarterly Indicators	23/24 Q3 Value	24/25 Q3 Value	Quarter 2 25/26	Quarter 3 25/26**	Performance Trend*	Target 25/26
Satisfaction with lettings service	93.0%	90.0%	96.0%	94.0%	↓	95.0%
Number of Council homes with retrofitted energy efficiency measures	New For Q1 24/25	84	0	0	=	N/A
Number of homes delivered through our housing development company Arkwood	18	8	13	23	↑	N/A
Number of plots commenced through our housing development company Arkwood	0	32	52	52	↓	N/A
Time spent in temporary accommodation for people we owe a duty to	New For Q1 25/26	New For Q1 25/26	9.4	9.6	↓	13.0
Average time to re-let Council properties (days)	29.4	42.8	68.0	72.0	↓	28.0
Amount of current arrears as a % of annual rent debit	1.63%	2.03%	3.20%	3.67%	↓	2.30%

*Performance trend indicates whether KPIs this quarter have improved, declined, or remained the same compared to the previous quarter. This information allows readers to identify trends, analyse possible underlying causes, and use these insights as a reference for resource allocation, strategic planning, and establishing future performance targets.

**Where the current quarter appears more favourable than the previous quarter, but is indicating a downward trend, this is due to the use of year-to-date indicators. Year-to-date indicators present cumulative performance for the year, whereas the performance trend analyses each quarter independently.

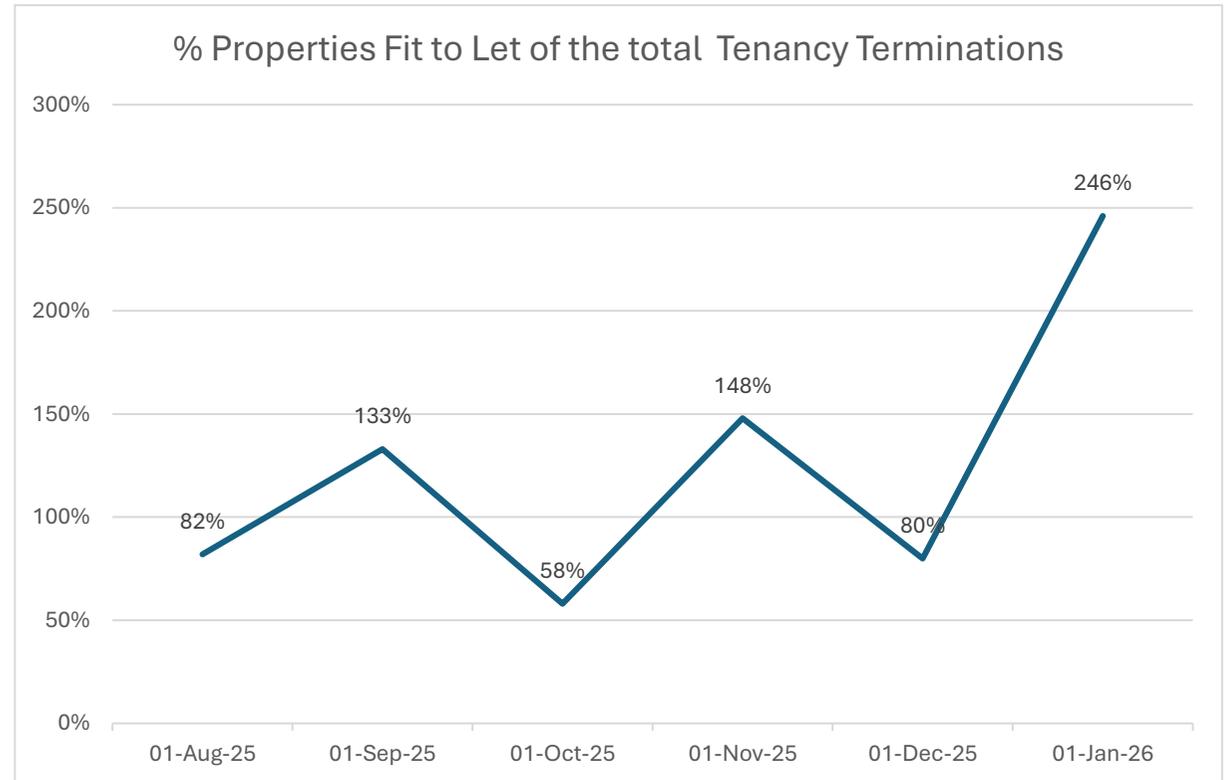
Exploring our performance. The amount of **current arrears** has felt the impact of tenants making the transition to Universal Credit, challenges with team resources and the transition to the new housing management system. We have been working closely with NEC to resolve the teething problems with the new system, and we have developed an action plan to stabilise and then improve the arrears position. We are expecting arrears to stabilise in the second half of the year, with the arrears improving into 2026/27.

Increase the supply of housing, in particular decent homes that residents can afford to buy and rent, as well as improving housing standards



A deeper dive into our performance: The average time taken to re-let Council properties is below target by 44 days. This indicator measures the 'key-to-key' performance, which is the total time it takes to relet a property. It spans the performance of more than one team and the performance clock starts from the date we receive the keys back from the outgoing tenant, it tracks the property through the time taken to complete works, through to the property becoming fit to let and the performance clock only stops once we have let that same property to the incoming tenant. We have shared in previous reports that there have been a number of ongoing efforts in this area to improve performance of relet times.

This has included **improvements to the Empty Homes process**; the recently recruited Business Manager has been working on redeveloping the process to ensure it is effective and restructuring the team to ensure that sufficient resources are in place. This has now taken place, and we can see that this part of the process is now performing well. The graph below shows that within a 6-month period, 3 of those months have seen significantly more properties being let than terminations coming in. During the other three months on two occasions, 80% or more of those incoming properties were fit to let and on one occasion 58% of properties were fit to let. This is good performance and shows that the Empty Homes process improvements have consistently taken effect.



Increase the supply of housing, in particular decent homes that residents can afford to buy and rent, as well as improving housing standards

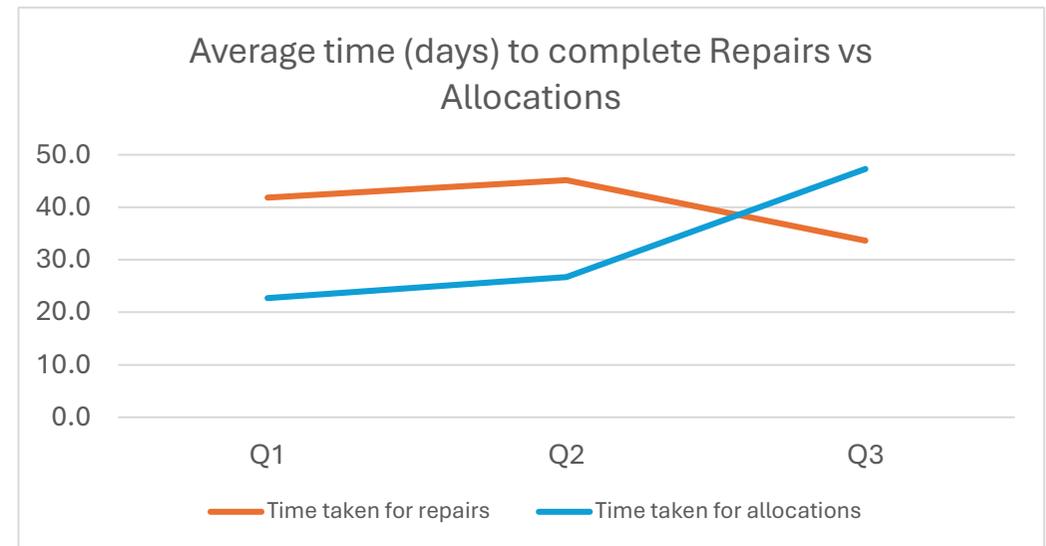


Allocations Process

As previously mentioned, this indicator measures a process which spans multiple teams within our Housing Services and whilst we can now have assurance that the Empty Homes part of the process has been effectively improved, the volume of properties have now shifted into our Allocations team. At the time of writing, there are 64 properties awaiting allocation. 8 of those properties relate to works that had been managed by the Contractor as referenced within page 16 and the remaining 56 relate to the works that had been managed by our in-house teams.

The volume of properties awaiting allocation is due to extended allocation times caused by challenges within the new Housing Management System allocations module. The system is currently undergoing further development to handle and process the complex nature of the eligibility criteria contained within our allocation scheme and key officers continue meeting weekly with the software provider to maintain focus on this development.

We're prioritising and giving focus to the allocations process in a number of ways, including allocating additional resource from the wider Housing Services team on a temporary basis. These officers are supporting with administrative tasks to release capacity, which allow the Allocations team to dedicate their focus to allocating properties.



Longer term, we have approved the recruitment of a temporary Housing Choice Advisor, a temporary Housing Choice Officer and an increase in establishment hours for the Housing Services Co-ordinator. These additional temporary resources will provide greater administrative support and focus on the inputting of housing applications remaining from the pausing of the register and data transference from the old Housing Management System to the new one to support allocation of empty homes from one system. Once completed the Housing Choice Advisor will undertake the full range of duties and the Housing Choice Officer will focus on the allocation of fit to let properties. Permanently increasing the establishment hours for the Housing Services Co-ordinator role will also provide a greater level of support adding long term, established resilience to the Housing Choice Team.

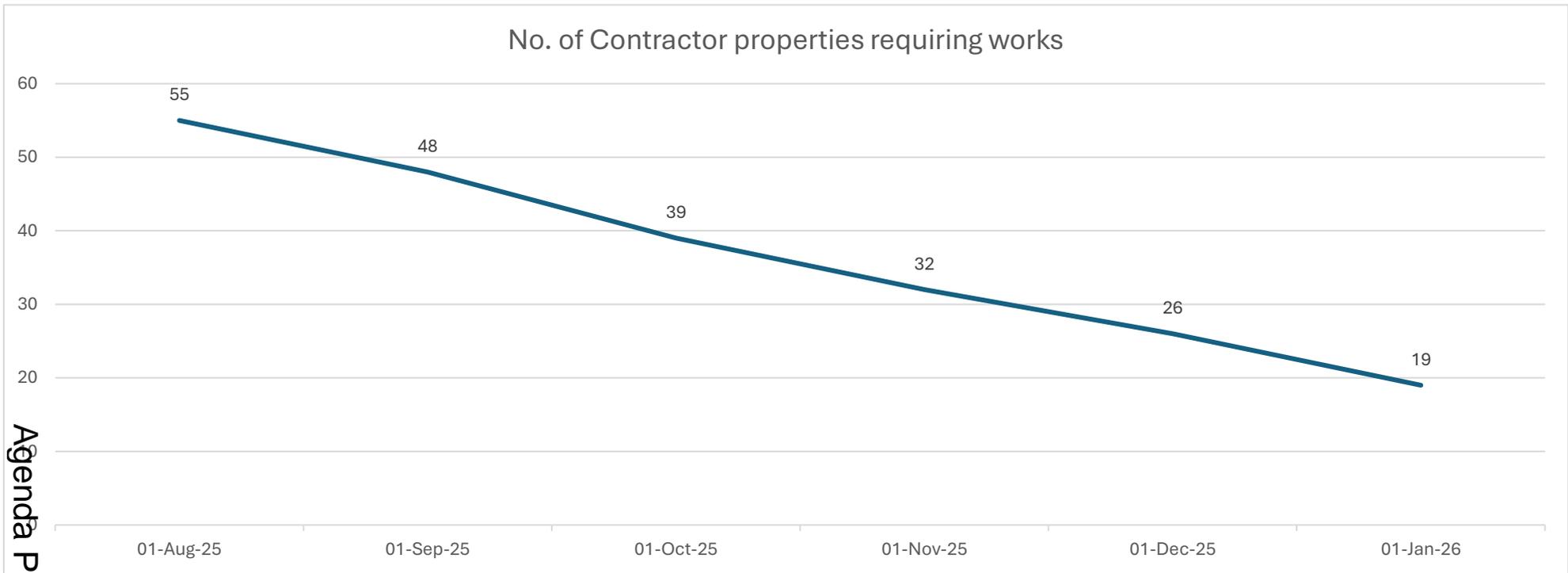
By taking this targeted approach, it is expected that by the end of Quarter 1 the volume of properties awaiting allocation will have reduced closer in line with expectations.

Increase the supply of housing, in particular decent homes that residents can afford to buy and rent, as well as improving housing standards



Contractor Performance within Empty Homes

We have also previously reported on delays in completing repair works for empty homes and an associated accumulation of empty homes due to more complex major repairs being required. These are the properties that an external contractor had been appointed to help reduce the number of and we are pleased to report that the contractor has successfully completed work at 39 properties so far. Additionally, we are on track for all properties allocated to the contractor to be fit to let by 13 March 2026.



Improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy.



As part of our ongoing work to **complement the implementation of our 'Health and Wellbeing Strategy' with activities to reduce health inequalities in targeted areas**, this quarter we have supported a number of initiatives in the Community including:

Food-related community work

- The delivery of a practical food programme to four of our local Best Years hubs engaging more than 80 residents. The workshop delivery contributed directly to improved food confidence and community participation among older residents.
- We supported the launch of the Southwell Food Hub, which operates fortnightly and supports families access affordable, healthy food and helps to reduce potential food waste by utilising FareShare. FareShare is the UK's national network of charitable food redistributors and helps to ensure nutritious food is redistributed to where it is needed including school breakfast clubs, homeless shelters and community cafes.
- We provided guidance to assist with the preparation of emergency food supplies.
- Maintained active engagement with the Nottinghamshire Sustainable Food Network, supporting ongoing multi-agency collaboration around local food resilience.
- In support of the We Are Newark Halloween event, the team delivered a 'health wrap pizza' workshop, engaging more than 20 local families and promoting healthy eating in a fun, accessible way.



Broader public health priority areas

- Active participation in the Suicide Prevention Network, alongside continued involvement in wider strategic groups, including a county wide discussion on neighbourhood working. This work supports the emerging NHS Long Term Plan vision of shifting care from hospital to home and developing Neighbourhood Health Hubs.
- We continue to provide ongoing leadership and input to the Holiday Activities and Food Steering Group, ensuring that local community needs are fully represented in the continued rollout of the programme following the Government's confirmation of ongoing funding to support families with children eligible for free school meals.

Youth Engagement

- Practical youth-based food education continued with the delivery of Teens Cooking sessions in Ollerton engaging with 15 local young people. These sessions focused on building confidence, independence and cooking skills among young people.
- We delivered a workshop to students on alcohol awareness at You Can Do Sport, supporting informed decision making among young people.

Community Wellbeing

- We organised and delivered a men's health event at Newark Rugby Club, creating opportunities to share key wellbeing messages, engage directly with the local community, and provide a platform for services to promote and communicate essential public health information to our male demographic.

Improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy.



- Winter Wellness formed a significant part of the work during this period. Support was provided for planning, coordinating and delivering Winter Wellness events in both Clipstone and Farndon, helping residents access information, resources and health related support during the colder months.
- We updated the Living Well booklet to ensure all guidance and resources reflected the most current information, supporting clear, accessible advice on local food provision and social activity opportunities.
- Food was provided in support of the DWP 'Love Not Hate' event, held as part of Black History Month at Castle House, contributing to a welcoming and inclusive community celebration.
- Our teams supported Sherwood Forest Hospitals NHS Foundation Trust in bringing their Research Bus to two community events, promoting current research projects and engaging residents in opportunities to take part
- We supported and coordinated the relocation and official launch of a Community Café at Cleveland Square, working alongside the community engagement team to provide a much needed resource for residents and tenants

Explore options to further develop parks in the district enabling free play and exercise, making sure the offer is as inclusive and as varied as possible.

During the quarter, we have continued to develop a clear and ambitious programme to improve parks and open spaces across Newark and Sherwood, building on recent investment and resident feedback. A new 'Parks and Open Spaces Development Programme' has been prepared to support healthier, more active communities by improving access to high-quality, inclusive green spaces that are free to use. The programme proposes targeted investment in council-owned parks, biodiversity and tree planting improvements, and the creation of a new legacy fund to support town and parish Councils in upgrading local play areas and open spaces. It also identifies opportunities for future development at a small number of strategic sites, including enhanced play, youth and outdoor activity facilities, subject to consultation with local communities. Together, these proposals aim to future-proof parks and open spaces, strengthen community involvement, improve health and wellbeing outcomes, and leave a positive legacy ahead.

- **Sconce and Devon Park** has continued to be a well-used and valued green space during Quarter 3, with strong visitor numbers and sustained community engagement throughout the period. Our monthly monitoring shows consistent use across a range of activities, including Park Run events, organised group sessions, educational visits and volunteer involvement. The park has hosted regular Park Run events, attracting significant participation and supporting physical activity and wellbeing for residents and visitors. In addition, adult community groups and educational sessions have continued to take place, reinforcing the park's role as a multi-functional space that supports both health and social connection.
Grounds maintenance and cleansing standards have been maintained to a high level, ensuring the park remains clean, safe and welcoming. Routine maintenance, litter removal and seasonal works have been completed in line with our schedules, supporting a positive visitor experience and protecting the quality of the site. Volunteer involvement has continued to play an important role in supporting activities and maintaining the park's presentation.

Improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy.



- **Vicar Water Country Park** has remained a popular destination during Quarter 3, with steady visitor numbers and ongoing use for recreational activities such as Park Run, volunteering and educational visits. The site continues to support both structured events and informal recreation, contributing positively to health, wellbeing and access to nature within the district.

During the quarter, winter preparatory works were undertaken in response to the seasonal changes. These included hedge cutting, strimming and ditch maintenance along key routes, carried out by our Grounds Maintenance team with support from volunteers. This work has improved accessibility, enhanced site appearance, and helped ensure continued safe access for both visitors and service vehicles. Volunteer involvement has remained a key strength at Vicar Water, supporting maintenance activity and fostering a sense of shared ownership of the site. Ongoing collaboration between our teams and volunteers has helped maintain the quality and resilience of the site as it transitions into the winter period.



During Quarter 3, **our street cleansing rounds were restructured to streamline service delivery and improve operational efficiency**. The revised rounds have reduced unnecessary travel time, provided greater consistency of coverage, and created more logical workloads for operatives. This has resulted in improved productivity, increased familiarity with assigned areas, and more effective use of staff time. The restructure has also delivered sustainability benefits, including reduced fuel consumption and lower wear and tear on vehicles. By minimising duplication and improving route planning, the service is operating in a more environmentally responsible way while supporting the long-term reliability of the fleet. This has been a timely and collaborative effort, made possible through the commitment and flexibility of staff involved. The new cleansing rounds are now almost fully embedded.

The playground inspection programme has also been restructured during Quarter 3 to better reflect the scale and complexity of the district's play provision. Given the large number of play areas across Newark and Sherwood, the revised inspection rounds now allow defects to be identified, tracked and resolved more efficiently. The revised approach has improved clarity, accountability and record keeping, making it easier to monitor defects and prioritise repairs. Importantly, the changes have also freed up capacity, enabling teams to focus on preventative programme works rather than purely reactive tasks. Over time, this proactive approach is expected to reduce repair costs, extend asset life, and deliver long-term savings for the District.

Improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy.



Implement the 'Playing Pitch Strategy' and the 'Sports and Recreational Facilities Strategy', including the provision of 5 new 3G sports pitches: During Quarter 3, the Football Foundation has continued to work on the technical feasibility for three of the 3G pitches following the Expression of Interest and assessment process. Expressions of Interest were submitted for Brinkley, Southwell as well as the Newark Academy and Magnus and Suthers Schools in Newark. Once technical deliverability has been assessed those successful sites will be confirmed.

Work is still ongoing to bring forward sites in Clipstone and Ollerton as part of larger transformational projects including Levelling Up in Clipstone and the re-build of the Dukeries Academy, Ollerton. Ollerton Football Club's site at Walesby Lane is also now under consideration as an alternative to the Dukeries Academy site, driven by challenges in the school site linked to the overall re-build of the school. The complexity of both these schemes has impacted on the pace of delivery at these sites, future updates will be shared as these plans develop.



Investigate external investment opportunities with the aim of improving health and wellbeing facilities across the district. We will continue to seek out opportunities for external investment to improve facilities that support the health and wellbeing of residents. This currently includes working with the football foundation on the delivery of 3G pitches but will also include work with other sports representative bodies, Sports England, the use of S106 funding, Community Infrastructure Levy funding and applications to external grant schemes.

Improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy.



Quarterly Indicators	23/24 Q3 Value	24/25 Q3 Value	Quarter 2 25/26	Quarter 3 25/26**	Performance Trend*	Target 25/26
Number of new Active4Today leisure members	New For Q1 25/26	New For Q1 25/26	2,399	5,192	↑	2,813
Number of User Visits - Active 4 Today (all)	818,751	768,660	573,374	858,276	↓	825,000
Average number of calendar days to process new council tax support applications	14.9	15.2	17.4	18.8	↓	14.0
Average no of calendar days to process council tax support change in circumstances	9.6	20.6	14.3	13.4	↑	7.0
Average no of calendar days to process new housing benefit claims	14.5	16.9	20.6	21.0	↓	14.0
Average no of calendar days to process housing benefit change in circumstances	4.4	4.5	3.8	4.0	↑	4.0
Live Leisure Centre membership base (all)	11,102	11,484	11,718	12,312	↑	11,500
Leisure Services - based on your experience; how likely are you to recommend us to a friend, family member, or colleague?	New For Q1 24/25	60.0%	44%	61.0%	↑	60.0%

*Performance trend indicates whether KPIs this quarter have improved, declined, or remained the same compared to the previous quarter. This information allows readers to identify trends, analyse possible underlying causes, and use these insights as a reference for resource allocation, strategic planning, and establishing future performance targets.

**Where the current quarter appears more favourable than the previous quarter, but is indicating a downward trend, this is due to the use of year-to-date indicators. Year-to-date indicators present cumulative performance for the year, whereas the performance trend analyses each quarter independently.

Exploring our performance: In terms of the average number of calendar days to process new **Council Tax support applications**, the average time taken to process **change in Council Tax support circumstances** and the average number of days taken to process new **Housing Benefit claims**, all of these metrics have been impacted due to the necessity to focus staff resource on the migration of working age Housing Benefit cases to Universal Credit. This has resulted in increased activity associated with this work, but it is expected the processing times will improve in Quarter 4 as migration is complete and this will free up resource.

Reduce crime and anti-social behaviour, improving community feelings of safety.



This quarter the Home Office **anti-social behaviour initiative 'Winter of Action' began**. The Winter of Action builds on the Safer Streets summer initiative which we shared updates on in previous reports. It is designed to provide a nationwide crackdown on crime and anti-social behaviour by uniting the efforts of Police, Councils and Businesses to protect shoppers, retail workers and Christmas revellers.

A joint submission between ourselves and Nottinghamshire Police was provided to the Office of the Police and Crime Commissioner (OPCC) for inclusion in the response to the Home Office. Updates on actions are provided back to the OPCC for inclusion with the Nottinghamshire response.

The knife wands requested by the Police as part of our Situational Crime Funding proposals were ordered and received and these were provided to the Neighbourhood Policing Team ready for the Winter of Action but also 'Op December' which is a dedicated programme of Police patrols in the nighttime economy during the run up to Christmas and post-Christmas to New Year



Enforcement work is ongoing to tackle the issue of street drinkers in Newark and four fixed penalty notices related to street drinking in Newark Town Centre have been issued during the quarter.

We continue to work with partners in order to support businesses, provide education and intervene where necessary in order to prevent anti-social behaviour. Some of the initiatives this quarter have included:

- In November our teams joined a meeting of Ollerton Junior Town Council to discuss anti-social behaviour in the local area. The Junior Town Council comprises of 11 pupils from 3 local primary schools and following this session, 2 schools with members of the Town Council have requested anti-social behaviour delivery sessions within their respective schools.
- Our teams secured 2 closure orders at properties in Newark, where alleged drug related activities were taking place with associated anti-social behaviour.
- 3 Community Protection Warnings and 2 Community Protection Notices were issued. Our Community Protection team also issued 5 Fixed Penalty Notices, 4 of which related to street drinking in Newark town centre.
- The anti-social behaviour panel continues to be held monthly and there have been 11 new referrals to the panel during this quarter.
- In response to a rise in reported youth related incidents in Newark and Ollerton town centres, 21 young people were issued with first or second stage warning letters during the quarter. The predominate

Reduce crime and anti-social behaviour, improving community feelings of safety.



issues have consisted of nuisance behaviour in the Buttermarket, Sherwood Avenue Park, and near St Paulinus Church, Ollerton.

- In addition to the standard Community Protection patrols, **the anti-social behaviour hotspot initiative has continued**, with the following number of patrol hours logged this quarter:

ASB Hotspot Initiative Patrol Hours <i>(in addition to standard CPO patrols):</i>	
Month	Hours
October	24
November	32
December	28

Reduce opportunities for crime and anti-social behaviour, by reviewing infrastructure and encouraging behavioural change across the district with the aim of improving feelings of safety.

- The second chance learning sessions have continued with the two young people and these sessions are due to come to an end in early 2026.
- On the 11 November our teams joined forces for a day of action on the Boughton Estate. The day of action consisted of litter picking whilst engaging with members of the local community to raise awareness and provide a supportive presence. The day was very successful with several skips filled with unwanted items and waste and our streets left cleaner and tidier as a result.

Our work to deliver the enhanced in-house CCTV control room continues this quarter. Progress on the development of our enhanced in-house CCTV control room has been strong this quarter. The project will deliver a state-of-the-art facility dedicated exclusively to our District, offering significant advancements in the identification, monitoring, and response to incidents. Operators will have oversight of approximately 90 cameras covering Newark, Southwell, Ollerton, and neighbouring communities, ensuring a comprehensive approach to public safety.



While quarter 3 presented some challenges that affected the overall programme, the project remains on track for completion by the end of March. The installation of all necessary equipment in the CCTV control room is now finished. Although testing of the control room and its operating systems has been postponed, our teams are actively working to resolve outstanding issues, including those related to cabling at the lorry park.

We have also engaged contractors to provide quotes for additional work, including cameras under separate projects, to support continuity and reliability of new connections. Furthermore, our team is addressing partnership-related matters concerning contracts with third-party suppliers, ensuring that all aspects of the operation are managed efficiently and transparently.

Reduce crime and anti-social behaviour, improving community feelings of safety.



Our Community Plan sets out our ambition to work with statutory authorities to improve flood mitigation and resilience across the district. This quarter in preparation for the winter storms our teams have reviewed the emergency response processes and stock held, including PPE for staff who may be called upon to assist in any emergency response. During the quarter, a few storms occurred but due to the drought during the Summer months, the system itself handled the rainfall better than expected by many. Town and Parish Councils continue to apply and deliver on the Flood Resilience Grants offered.



In Quarter 3 a significant amount of work was undertaken by our teams to fix issues at the Oxtun Flood Relief Channel that we're responsible for. This required significant removals of silt and build up of vegetation to ensure the flow and fall of the channel is working well. The sides of the channel that had collapsed following previous floods was also resolved. This was work done jointly with support and expertise from Nottinghamshire County Council, Internal Drainage Board and Oxtun Estates. The feedback we've received following the work having been carried out has been positive.

We hosted a Flood Resilience Event, which was a free community event to help residents feel more confident and prepared in the face of flooding. We were joined by nationally recognised expert Flood Mary, along with Severn Trent, Nottinghamshire Police, Fire and Rescue and the Environment Agency. Practical advice on how to prepare your home was shared during the event and for those who were unable to attend can [visit Flood Mary's website](#) and explore her new Property Flood Resilience Directory, packed with trusted tips to help protect your home and recover more quickly.



Reduce crime and anti-social behaviour, improving community feelings of safety.



Quarterly Indicators	23/24 Q3 Value	24/25 Q3 Value	Quarter 2 24/25	Quarter 3 25/26**	Performance Trend*	Target 25/26
Number of positive outcomes resulting from CCTV intervention	83	87	83	122	↑	N/A
% fly tipping incidents removed within 72 hours	93.9%	98.8%	97.4%	95.6%	↓	95.0%
% of incidents resulting in an FPN or prosecution	New For Q1 25/26	New For Q1 25/26	17.0%	14.0%	↓	17.0%
% of businesses in the district with a food hygiene rating of 3 or higher (generally satisfactory or above)	98.00%	98.00%	98.00%	98.00%	=	98.00%

*Performance trend indicates whether KPIs this quarter have improved, declined, or remained the same compared to the previous quarter. This information allows readers to identify trends, analyse possible underlying causes, and use these insights as a reference for resource allocation, strategic planning, and establishing future performance targets.

**Where the current quarter appears more favourable than the previous quarter, but is indicating a downward trend, this is due to the use of year-to-date indicators. Year-to-date indicators present cumulative performance for the year, whereas the performance trend analyses each quarter independently.

Quarterly Indicators	23/24 Q3 Value	24/25 Q3 Value	Quarter 2 25/26	Quarter 3 25/26	County Comparison
% reduction in anti-social behaviour - Newark & Sherwood District compared against County area	9.0%	10.0%	9.1%	-2.3%	17.2%
% reduction in all crime - Newark & Sherwood District compared against County area	1.0%	2.0%	0.0%	0.6%	8.0%

Please note, in the context of the above two indicators a minus figure denote an increase.

Exploring our performance: The % of incidents resulting in a FPN or prosecution is below target by 3% this quarter, this can be attributed to a slight fall in the total number of fly tips over the last few months and historic figures were boosted by FPN's issued in areas such as Deerdale Lane which due to proactive work in the area has now improved. The team is also currently operating with reduced staffing, but recruitment is underway and proactive visits to businesses will be reinstated once the team is fully staffed once more. In 2024/25 we investigated and took action in 1,645 fly tipping incidents, the most by nearly 1,000 across Nottinghamshire excluding the City Council. We also handed out the most warning letters and Fixed Penalty Notices for fly tipping excluding City Council too. In terms of the % reduction in anti-social behaviour, within Newark and Sherwood we have seen a consistent reduction in levels of anti-social behaviour each year when compared to the previous year. For Q3 there was a slight increase in ASB reports, which was higher than the county. During Q3 there are a number of key events such as Halloween, Bonfire Night and Christmas as such we increased our social media campaigns regarding reporting ASB and we took part in the Home Office's Winter of Action Plan. Where multiple reports we made regarding the same incidents, these were investigated to identify responsible individuals and where necessary enforcement action was taken.

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Promote, maximise and celebrate the diversity of Newark and Sherwood's heritage, culture and community spirit.



Delivery of the Newark Castle Gatehouse scheme is progressing well, with construction of the new steps to the gatehouse entrance, the multifunction building beneath and the main structure now complete. Masonry work in the towers comprised of essential conservation works and repairs, as well as creating new door and window openings. All major procurement is complete, with the exhibition fitout contractor, AV designer and landscape contractor confirmed during this period. Delivery of the activity plan continued, with hard hat tours, the development of a historical talk for local groups, and the start of the volunteer recruitment programme. Our teams also worked in partnership with Newark College on the 2025 'Fiddle Race', an annual competition in which students from the School of Musical Instrument Crafts work in teams to create an instrument in one week. This year, the race was inspired by medieval music, and the completed instruments will be on display in Newark Castle permanently.

Our work to develop 14 Market Place Newark, as part of the wider transformation of the Town has continued this quarter and the refurbishment of 14 Market Place has now begun. The ground floor will be converted into a commercial space, and the upper floor will be transformed into residential units and is scheduled to complete in December 2025. Our teams continue to market the space to secure tenants once the refurbishment has concluded.

Work alongside Bilsthorpe Parish Council and other partners, to continue to support the development of the Bilsthorpe Community Hub. We were approached by the Parish Council in 2022 for support to improve the condition of their existing community assets and to address the lack of leisure facilities in the village. This led to the development of the Bilsthorpe Community Hub project, which is being led by Bilsthorpe Parish Council and is an ambitious project to develop a new multi-use hub in the village.



In January, a paper was presented to Cabinet which secured a capital allocation of funding to support the delivery of the new Bilsthorpe Village Complex. This allocation of capital funding, sourced from a mixture of reserves and section 106 contributions, will support the Parish Council to leverage additional external funding, acting as match funding. To access the funding the Parish Council will be required to complete a comprehensive business case which will be assessed to ensure that all risks and issues have been considered and addressed and that the scheme is fully deliverable. The Parish Council has submitted a planning submission, and it is anticipated these will be seen by Planning Committee in Quarter 4 of this year, further updates can be expected in future reports.



Construction at 32 Stodman Street continues to progress, however there have been some challenges with the site due to its historic nature. Currently the anticipated completion of the project is late Summer 2026.

Promote, maximise and celebrate the diversity of Newark and Sherwood's heritage, culture and community spirit.



We continue to work closely with Newark Town Council to deliver the physical **transformation of Newark Market Place**. The Newark Town Centre Masterplan, which encapsulates the regeneration options for Newark Town Centre, was displayed to the public in September and October within the Buttermarket, Newark. We also had a pop-up market stall in Newark on three key dates where we were able to discuss the regeneration plans with the public.

The final version of the Masterplan will be presented to PPIC and Cabinet in February 2026. The Masterplan outlines key themes for the town centre, including:

1. Market town,
2. Skilled and creative town,
3. Riverside town,
4. Thriving town,
5. Active and accessible town,
6. Town of discovery

The masterplan framework is structured against the nine character areas of the town centre, which mirror the key character areas for the Design Code. Alongside the masterplan, a town centre action plan is being developed, which outlines key deliverable actions.



We continue to work with our partners to look for opportunities within music and the arts and this has seen our work with Newark Creates continue to deliver a programme of events and activities across the town. Newark Creates has commissioned an arts trail around the town centre to be delivered during Quarter 4 and a new bid is in progress to submit to the Arts Council. Focussing on some key activities which took place this quarter:

- **Alive with Music in collaboration with Newark Creates**, saw our music co-ordinator supporting the delivery of the World Singing Day project. This project united voices from across Newark and Sherwood with people around the globe to celebrate the power of song. From Elston to Edwinstowe, Rainworth to Southwell, choirs and singing groups across our district came together to share one message: **Sing together. Unite the world**. A Music Forum meeting held in November highlighted the success of the music co-ordinator role in bringing together music groups from across the district, and alternative models for future delivery of the forum are now being explored as the co-ordinator role is not permanent.
- **The Robert Kiddey Exhibition** was officially launched in November and will be on display across the National Civil War Centre and Newark Town Hall Museum until February 2026, this is a major exhibition honouring the life and work of Robert Kiddey. The exhibition is the result of a dynamic partnership between ourselves and Newark Town Hall Museum, with generous support from Newark College. This collaboration reflects a shared commitment to celebrating Newark's rich cultural heritage and making art more accessible to the community. Born in Nottingham in 1900, Kiddey trained at the Nottingham School of Art and went on to exhibit at prestigious venues including the Royal Academy in London and the Salon in Paris, sharing space with icons such as Picasso and Epstein. After serving in the First World

Promote, maximise and celebrate the diversity of Newark and Sherwood's heritage, culture and community spirit.



War, he settled in Newark, where he taught at the Technical College and became a beloved figure in the local arts scene. This is the largest collection of Kiddey's work ever displayed in Newark, featuring an extraordinary range of pieces from across his career. Many of these works have never been publicly exhibited, offering visitors a rare opportunity to explore the full depth of Kiddey's artistic legacy. Among the highlights is the newly conserved "Death of The First Born", a powerful and emotive centrepiece that will be on public display for the very first time.

The Open Doors programme, funded by Arts Council England, continued to deliver high quality, ambitious, inclusive and environmentally responsibly arts activities this quarter. Free arts activities continue to be delivered across the district, in particular the north and west of the district, as well as attracting new audiences to the National Civil War Centre and Newark Museum, and Newark Palace Theatre. We recorded 6,294 engagements with people across our district, and we're pleased to share some updates from the Open Doors activity programme that inspired personal, family and community development through enjoyment and learning:

The Creative Influencers are an enthusiastic and creative group of teenagers from the local area, and they meet monthly to help improve access and opportunities for young people to engage in arts and culture. In the last few months, they have supported Newark Beach with terrarium-making and planting activities in the marketplace, volunteered as ushers for Blood Brothers, a theatre production at the Palace Theatre (with over 100 hours at other community events!), and even had a sleep over in the National Civil War Centre.

This quarter the Creative Influencers undertook the following visits and activities:



- Visits to the Royal Armouries, Leeds Playhouse and Slung Low Community Theatre. They discovered more about accessible arts practice and local theatre projects, and their comments and ideas were shared with Heritage & Culture Team.
- Visits to Derby Theatre and the Museum of Making, Derby – raising the challenge of 'Secret Shopper' to bring back great ideas and observations.
- Two members of the group took to our stage also and confidently hosted our annual panto press-night Q&A session with our fabulous panto cast. During these few months, the group also designed a programme of LGBTQ+ events at the National Civil War Centre and Newark Museum to celebrate Pride in February 2026.

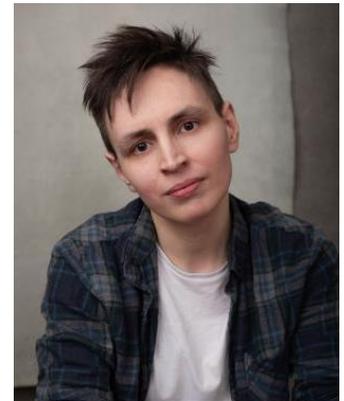
Our Theatre Learning programme for schools generated over 1,602 engagements in schools – with teachers making the most of our free sessions for schools which are all designed to enrich the curriculum, inspire interest and motivate children, and to boost teacher confidence and skills in using creativity in the classroom.

During October half term, families in **Bilsthorpe, Clipstone, Farnsfield and Edwinstowe enjoyed free shadow puppet theatre shows and family arts workshops.** We worked with well-established community arts organisation City Arts to run this programme for us. This was a brilliantly successful partnership, ensuring local people had priority tickets, offering a magical high-quality show, generating over 245 engagements and delivering a clear environmental message.

Promote, maximise and celebrate the diversity of Newark and Sherwood's heritage, culture and community spirit.



Our regular Artist in Residence programme, offers new and emerging artists the opportunity to work within our museum and theatre, and to meet our visitors, share how they work and make new artworks with our visitors and offsite with community groups. In November, we welcomed Robbie Bellekom as our sixth Artist in Residence from 4 November 2025 until 28 March 2026. Robbie is a puppeteer and actor, and has offered fun, interactive puppetry activities based on the pantomime, Beauty and the Beast, and relating to civil war history.



Artist in Residence:
Robbie Bellekom

In November we launched **Heron Music Café for Wellbeing** at Lifespring Centre, Ollerton. The first four sessions attracted over 100 people, including adults with Special Educational Needs, disabled adults, adults with dementia and adults who come to the centre for warmth and company. The Heron Café offers inclusive, high quality, live music performance provided by the Musicworks team, with participation, percussion and dancing. Musicworks are also working with four Care Homes in Blidworth, Ollerton and Edwinstowe on a project called Soundtrack of My Life programme to learn how to use music to engage meaningfully with people who have dementia. This will result in the creation of a series of original songs, based on the life stories of each client and a celebration event is planned for March 2026.

We were thrilled to have a stand at **Future First Careers Expo** again this year, counting over 349 individual conversations with young people from local secondary schools and colleges. We provided information to take away on the range of careers in museum and theatres and offered fun activities with historical costumes.

To follow on from our **'A Polish Heart Beats Here'** exhibition ending, we continue to consult with our local Polish community. Through a series of events at the National Civil War Centre, Millgate Community Centre and our Collections and Resource Centre, we are collecting views and ideas to co-design a new exhibition for 2026 that will celebrate contemporary Polish culture in our area.

We launched our platform on **Blomberg Connects - an app offering virtual guides to arts, culture and heritage sites**. App users can now view over 200 images, 30 videos and 25 audio clips with captions and/or transcripts, which can all be translated into 50+ languages. We thrilled to be able to make more of the National Civil War Centre available nationally, globally and in other languages.

Our touring exhibition Mining for Stories was installed in November at The Dukeries Library, Ollerton. We also continued our support for the Bilsthorpe Heritage Museum, jointly presenting to delegates at the Museum Development Midlands Conference in Birmingham, sharing how the partnership with Open Doors has helped to raise their profile and visitor numbers and secure its future. During this time, we also made brilliant progress recording interviews with community members reflecting on their experiences of coal mining and music – which will be edited into a podcast for 2026. Across this period, we counted 856 engagements with local people.

We continued our work supporting young people to achieve Arts Awards. We partnered with Bilsthorpe Youth Services Successful and delivered a short series of weekly contemporary dance workshops, led by Dancer Sophie Thorpe for young people attending the Youth Club. We also supported home-educated young people to explore theatre arts, creating a Virtual Reality theatre experience that will be shared in 2026. In total this generated 201 engagements with young people and their families.

Promote, maximise and celebrate the diversity of Newark and Sherwood's heritage, culture and community spirit.



Develop opportunities to maximise the visitor offer linked to Sherwood Forest. Within Quarter 3 our Rebel Rangers campaign came to an end but due to its success we are working together with neighbouring Councils to provide a second campaign across a wider geography in Spring 2026. Rebel Rangers is a free, interactive trail designed for families with children aged 5–14, encouraging them to explore some of the region's most iconic days out, heritage sites and green spaces while uncovering fascinating stories from the past. Each participating site is linked to a different 'rebel' from history, bringing their stories to life in a fun and interactive way. From legendary outlaws to daring revolutionaries, families will discover how these rebels shaped the region's heritage while completing exciting challenges and exploring local landmarks like Sherwood Forest, The National Civil War Centre and King John's Palace.

Newark's Cultural Heart events plan continues to bring a vibrant programme of free events right to the heart of the town centre thanks to the collaborative efforts of Lincoln College Group, Newark Town Council, and Newark Cultural Consortium (Newark Creates). Quarter 3 saw the continuation of an exciting programme of events, including the Festival of Creativity, World Singing Day, Mindful Monsters Trail, the Halloween Spooktacular Festival in partnership with Lincoln College Group, Steampunk Christmas, the Christmas Lights Switch on and Christmas Markets. Anecdotal feedback indicates that local businesses continue to experience increased visibility and/or customer traffic, noticing an increase in the number of visitors to the town. Looking forward to next quarter, the final event in the programme will be taking place which is the Garden of Light; this is an immersive light show and silent disco. An analysis and evaluation of the social and cultural impact of the events programme will follow as the programme ends in March 2026 and we will share an update in future reports.

This quarter we are proud to announce the installation of a new relief on the statue of General Władysław Sikorski at Newark Cemetery, further commemorating the enduring bond between Newark and the Polish community. General Sikorski, Polish Prime Minister and Commander-in-Chief of the Polish Armed Forces in exile during World War II, tragically lost his life on 4 July 1943 in a plane crash in Gibraltar. His body was brought to Newark and laid to rest at the foot of the Polish Memorial, where it remained until its repatriation to Poland in 1993. The Commonwealth War Graves in Newark Cemetery continues to be a place of remembrance, the final resting place of 397 Polish service personnel war graves and serving as a symbol of shared history. In July 2023



"This addition to the statue is not just a piece of art - it is a profound symbol of courage, leadership, and international solidarity. The relief adds an important historical detail to the statute and highlights General Sikorski's role in the wider Allied effort during the Second World War. It reflects the strong links between Newark and the Polish community and ensures that future generations can learn about and appreciate this shared history."

Councillor Neil Ross, Armed Forces Champion

Promote, maximise and celebrate the diversity of Newark and Sherwood's heritage, culture and community spirit.



in partnership with the Polish Cultural Institute and Newark Town Council, we unveiled a life-size bronze statue of General Sikorski. Created by renowned sculptor Andrew Lilley, the statue depicts the General saluting the Polish Memorial Cross he unveiled more than 80 years ago. The newly installed relief, by Andrew Lilley, enriches this tribute by featuring a historic image of Winston Churchill, General Sikorski, and General Charles de Gaulle standing together beside a Cruiser Mk IIA CS (A10) tank—a powerful reminder of Allied unity during the Second World War.

Piano enthusiasts enjoyed a rare chance to set a local and UK record this quarter.

This one-time event allowed pianists to join forces in a piano orchestra. This unique event, titled 101 Pianos, allowed participants to enjoy the happiness of music making at the piano and was open to players of all ages and abilities. The event took place on a Saturday in November at Sherwood Phoenix Pianos, Mansfield and pianists enjoyed performing two pieces together, 'Prelude in C/Ave Maria' by Bach / Gounod and 'In the Hall of the Mountain King' by Grieg. There were lots of interesting stories amongst the people who played including husband-and-wife teams, siblings, grandparents and grandchildren, a three-generation combination, James Naish MP for Rushcliffe, the owner of a taxi company who hadn't played for many years and some players who travelled long distances to take part. Steve Yemm MP for Mansfield welcomed all the participants. Pianists spend a lot of time on their own, rarely meeting one another in the way other instrumentalists do. Many people play the piano and enjoy the happiness that music making brings, especially because it is an accessible activity with benefits for all ages and abilities. This event was about more than breaking records with the organisers fundraising to acquire a world-class, high-quality piano for the community of Newark which would benefit learners, performers, and audiences alike. Following the restoration work phase of the Reawakening of St Mary Magdalene, the piano would be housed in the heart of the community at St Mary Magdalene's when the church reopens 101 Pianos is for anyone, and many school children and grandparents have already signed up. You can sign up and find out more on the event website at www.101pianos.co.uk



"After our Alive With Music launch earlier this year, and the feedback we received, it is very apparent that music and music-making is important to people across our district. People use it to get together, to feel better and to share joy! This fantastic community event brought together like-minded individuals, giving them time to focus on the beauty of music and the many wellbeing benefits that it brings. It also provided an opportunity to shine a light on the creative sector and the incredible impact that music has on lives as well as fundraising to acquire a world class, high quality piano for the community of Newark.

This event is a great example of the wider community and ecosystem of our district working and supporting one another. Stephen Pringle founder of Sherwood Phoenix studied piano restoration at Newark College and has gone on to have a very successful business that sends pianos all over the UK and beyond and I am delighted to have worked alongside him on this incredible event. The event provided a rare opportunity for pianists to meet, and I am thrilled that we worked alongside the Reawakening of St Mary's project to support the purchase of such a wonderful piano to be located in one of the most beautiful and inspiring buildings in Newark, St. Mary Magdalene's Church."

Councillor Rowan Cozens,

Deputy Leader of the Council & Portfolio Holder for Heritage, Culture & the Arts

Promote, maximise and celebrate the diversity of Newark and Sherwood's heritage, culture and community spirit.



Quarterly Indicators	23/24 Q3 Value	24/25 Q3 Value	Quarter 2 25/26	Quarter 3 25/26**	Performance Trend*	Target 25/26
Total number of admissions - National Civil War Centre	9,199	9,273	8,710	11,990	↓	12,750
Total number of admissions - Palace Theatre	12,792	19,833	16,791	47,214	↑	44,500
Number of people reached through direct participation and outreach	6,674	7,312	11,471	20,756	↑	9,375
Total footfall across all heritage and culture services and sites	39,899	51,533	46,341	93,333	↑	78,750

*Performance trend indicates whether KPIs this quarter have improved, declined, or remained the same compared to the previous quarter. This information allows readers to identify trends, analyse possible underlying causes, and use these insights as a reference for resource allocation, strategic planning, and establishing future performance targets.

**Where the current quarter appears more favourable than the previous quarter, but is indicating a downward trend, this is due to the use of year-to-date indicators. Year-to-date indicators present cumulative performance for the year, whereas the performance trend analyses each quarter independently.

Exploring our performance:

Total number of admissions - National Civil War Centre is below target by 760 admissions this quarter. Whilst the data shows a slight drop in numbers against the target, it is in line with the average numbers in Q3 for the last 3 years. Additionally, however, a new marketing strategy and redesigned family and schools programming will support growth, and we will review the figures again once this strategy has been embedded.

Reduce the impact of climate change and protect and enhance green spaces.



In preparation for the implementation of weekly food waste collections with WRAP (Waste and Resources Action Programme) and Nottinghamshire County Council, a report will be presented to Cabinet next quarter which outlines the plans for a food waste trial, with two domestic rounds due to receive the service. We know through our attendance at the Food Waste Working Group some of our neighbouring Councils are also undertaking trials and securing disposal points for food waste. The purpose of the trial is gathering data on participation rates, yield, contamination levels, bin replacement numbers, customer feedback, and any vehicle issues that may be highlighted.

To ensure we have enough space at the Brunel Drive Waste Depot, the disused office block has now been demolished, with remediation work being conducted to complete this part of the project. Throughout the construction, over 90% of the building materials from the demolition will be recycled.

The Brunel Drive redevelopment tender has been awarded and the main contractor started on site on at the end of September. Work at the site is progressing well, with the old offices having been demolished and the hardstanding in place. The main works are expected to be complete by February 2026.

Last quarter we reported that our **commercial glass collection** service was continuing to grow since its launch in June 2025, this quarter we have maintained our customer base, and we have collected 17.9 tonnes of glass from these customers. The volume of glass collected is a great sign of our growing commercial glass collection, as this is an increase of 73% compared to the same period in Quarter 3 2024/25.

Deliver the Council's Tree Strategy, enabling the exploration of options to develop new community woodland and wildlife spaces and support the improvement of air quality. In 2024 national data was released on urban trees which showed that tree cover in Hawtonville, Newark, is below average, both for the district and nationally. We're now working closely with the Woodland Trust, local charity Reach Learning Disability, Greenwood Community Forest and residents on the 'Hawtonville Tree Project' to increase the number of trees on the estate. Plans for year 1 of the project have now been finalised and will be implemented early in 2026 with planting of 18 trees at key locations. Urban trees are crucial for providing wildlife habitats, mitigating and adapting to the impacts of climate change and improving public health.

Returning for its seventh successful year, we launched our annual free tree giveaway this quarter. Since its inception, the initiative has distributed over 10,000 trees to residents throughout the district and continues to be a cornerstone of our environmental efforts, encouraging biodiversity, improving air quality, and fostering a sense of community stewardship.

"It's fantastic to see our Free Tree Scheme return for its seventh year, continuing to grow – quite literally – as one of our most cherished community initiatives. By planting a tree, residents are not only adding beauty to their gardens and communities - but they're also actively contributing to a healthier, more sustainable environment. It's been wonderful to see so many people take part over the years, and I'm excited to see even more trees planted this season."

This year, we're encouraging even more people to get involved. I urge everyone to take advantage of this opportunity - not just to enhance their surroundings, but to be part of a district-wide movement for a greener, healthier future."

Councillor Simon Forde
Portfolio Holder for Climate and the Environment

This year residents were able to choose 2 field maple or blackthorn trees to plant and grow at home. This scheme is always popular and over 2,000 trees have been requested this year.



Reduce the impact of climate change and protect and enhance green spaces.



Work in conjunction with the statutory authorities to promote good river and waterway health

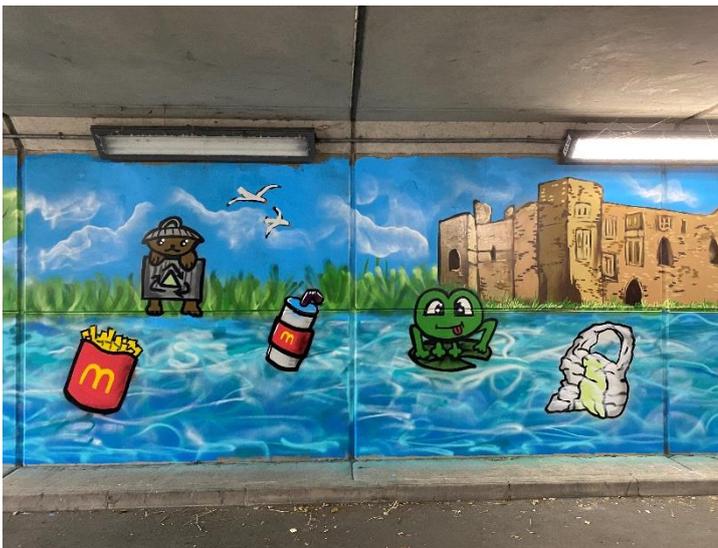
- **Farndon Underpass Mural Transformation Project**

In October, we transformed the Farndon Underpass into a bright, welcoming and inspiring community space. Working in collaboration with our Environmental Services teams, pupils from St Peter's Crosskeys CofE Academy and young people from the home educated community, set out to replace what was once a dull, graffiti covered underpass with a vibrant mural carrying a positive environmental message. **The mural was funded using money recovered from successful fly tipping prosecutions, allowing those funds to be reinvested back into the community.**



Before picking up their brushes, participating young people were given interactive educational resources to help them understand different types of litter and the impact waste has on both their local area and the wider environment. They were then invited to design three characters for the mural: a river animal, a sea animal and a character inspired by litter. A range of these designs was selected and incorporated into the final artwork.

One side of the underpass now beautifully depicts the River Trent, Newark Castle and Farndon Bridge, while the opposite side illustrates where litter can ultimately end up: in our oceans. The result is a colourful, engaging walkway that encourages residents to reflect on how everyday actions affect the natural world. The young people and adults involved had a fantastic experience bringing the project to life, supported by the talented artists at Imageskool, who added further artwork at each end of the tunnel to make the mural visible from the nearby roundabout. Public feedback has been overwhelmingly positive, and the project has already inspired interest from others, including Green Meadows in Nottingham, who contacted us to learn how to deliver a similar initiative. We were pleased to share our resources to support their plans.



Reduce the impact of climate change and protect and enhance green spaces.



Hawtonville Litter Reduction Trial – Keep Britain Tidy Partnership

Work is now underway on a targeted litter reduction trial in Hawtonville, delivered in partnership with Keep Britain Tidy through their It's Still Littering campaign. Analysis of local litter prone streets has identified several opportunities to improve on the go disposal, including replacing older bins that lack lids—an issue that has contributed to wind blown rubbish across nearby streets. These unsuitable bins will be replaced with lidded versions early in the new year, and additional bins will be installed at hotspot locations where littering is most prevalent. The required sites have already been selected and mapped, and new post mounted bins are on order and scheduled for delivery. Campaign materials for 'It's Still Littering' have also been ordered and prepared for installation, including signage, stickers and other behaviour change resources supplied through Keep Britain Tidy.



Improve recycling levels by promoting positive behavioural changes, through community events, targeted communication and enforcement

- **Environmental Services Support for Family Saturday – Festival of Creativity**

As part of the Festival of Creativity, our Environmental Services colleagues supported the National Civil War Centre's Family Saturday by contributing to their winter themed 'World of Narnia' activities. Our team worked with families to create Christmas decorations using recycled materials, inspiring creative reuse and encouraging more sustainable festive habits. The day was very busy, with lots of young people enthusiastically crafting decorations to take home for their Christmas trees.

Alongside the craft activities, we provided clear guidance on what can currently be recycled within the district, helping to bust common recycling myths and offering tailored advice on how to recycle effectively over the Christmas period. This engagement formed part of our ongoing commitment to improving local recycling knowledge and supporting community events with an environmental focus.

- **Improving Waste and Recycling Webpages for the New Website**

We have been working to improve the waste and recycling pages for the launch of our new website. This collaboration has focused on making it easier for residents to check which items are recyclable, understand how to reduce and reuse materials at home, and access clearer behavioural change guidance. As part of the improvements, new webpages have been developed to highlight the two eco refill stores operating within the district and the two recently established repair cafés. Although these facilities are not run or funded by us, we will continue to promote them through our official channels and support community groups looking to secure grants to set up similar initiatives and broaden recycling and reuse opportunities across the district. These updates will ensure residents have simpler, more accessible information, encouraging positive waste reducing behaviours and supporting the district's wider environmental goals.

Reduce the impact of climate change and protect and enhance green spaces.



• Christmas Recycling Social Media

Over the festive period, we delivered a refreshed and engaging Christmas recycling communications campaign across social media. A suite of on trend ASMR style recycling videos were created to give residents simple, visual guidance on how to recycle common Christmas gift items, including deodorant cans, chocolate boxes, perfume bottles, cosmetic packaging, wrapping paper, Christmas crackers and greetings cards. These videos received positive feedback for being a clear way to demonstrate correct recycling behaviours, with viewing figures ranging from 1,000 to 15,000 per video.

- Additional seasonal recycling posts were developed featuring our bin crews to highlight important messages such as: recycling batteries by placing them in bags on top of bins, how and where to recycle fairy lights, promoting the Council's Christmas tree recycling scheme, and reminding residents not to pour fats down household drains.



• Our 'Festive Delight, Bin Batteries Right!' post successfully reminded residents that domestic



batteries can be recycled simply by placing them on top of their bin on any collection day. The post reached over 42,000 views, demonstrating strong engagement and highlighting residents' interest in understanding what additional items can be recycled through our service. Building on this success, we are now exploring the feasibility of collecting vapes and small electrical items in the same way, further expanding the range of materials we can help divert from landfill. To support wider waste reduction behaviour, the campaign also incorporated messaging from the Love Food Hate Waste initiative, encouraging residents to minimise festive food waste and make the most of leftovers at home.

- Contamination levels have shown a positive downward trend this quarter. Rates fell from 16.8% in October to 13.7% in November, followed by a further reduction to 9.9% in December. While it is difficult to attribute this improvement to any single factor, continuing to strengthen the information we provide to residents, through social media updates, newsletters, and targeted leaflet drops, will play an important role in supporting and sustaining this progress.

Reduce the impact of climate change and protect and enhance green spaces.



Provide opportunities for residents' involvement in parks and green spaces:

- The Clay Lane Friends group has met for the second time and plans are evolving for the improvement of the site.
- At Vicar Water, Sconce and Devon parks and Queen Elizabeth Memorial Gardens volunteering groups are active and making a difference within the communities these spaces serve.
- Our partners at Sherwood Forest Trust have also been busy with volunteers on Sherwood Heath, clearing scrubland and braken to help promote the growth of heathland species.
- We have a growing number of volunteer litter pickers with 74 people signed up to our green champions scheme who collected 123 bags of waste between them this quarter.
- Our meet the ranger walks continue to be popular with our residents and visitors. These provide an ideal forum for our teams to educate the public on the work we do and allows us to get feedback from the public.



In response to the 2025 Carbon Trust report, we are working to develop and deliver a Council-wide decarbonisation plan for built assets and deliver a programme of prioritised decarbonisation actions. We reported last quarter we had started installing internal air source heat pumps, this installation has completed this quarter and 5 air source heat pumps have been commissioned. These are installed at 5 Council owned properties at 94 Northgate and will be monitored over a 12-month period to measure performance and running costs. We have also submitted capital bids for approval to install solar and battery storage to Castle House roof and for LED lighting on Newark sports and fitness centre.



Reduce the impact of climate change and protect and enhance green spaces.



Quarterly Indicators	23/24 Q3 Value	24/25 Q3 Value	Quarter 2 25/26	Quarter 3 25/26**	Performance Trend*	Target 25/26
Number of fixed penalty notices issued for all environmental offences (excluding fly tipping)	New For Q1 24/25	645	56	67	↓	N/A
Number of events held in NSDC parks	136	216	348	493	↓	300
Number of targeted focus weeks	3	2	2	7	↑	6
Number of children reached via environmental education visits including river health and 'Motion for the Ocean'	New For Q1 24/25	2,219	2,570	2,927	↓	1,500
Number of missed bins (per 100,000 households)	72.0	N/A	61.4	38.5	↑	45.0
% of failing sites - street and environmental cleanliness - litter	0.0%	1.4%	0.8%	1.2%	↓	1.5%
% of failing sites - street and environmental cleanliness - detritus	0.8%	1.2%	0.9%	1.1%	↓	1.2%

Exploring our performance:

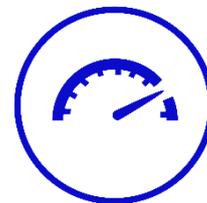
The number of children reached via environmental education has performed consistently above target throughout the year so far, with almost double the amount of children reached through these initiatives than expected. Activities throughout the year have included the Drain Art campaign, in which we partnered with iMAGESKOOL who worked with primary and secondary school aged children, to design, develop and deliver drain art which carried with it an environmental message. We partnered with iMAGESKOOL once again this quarter, this time to deliver the Farndon Underpass Mural Transformation Project. This was delivered in collaboration with pupils from St Peter's Crosskeys CofE Academy and young people from the home educated community, set out to replace what was once a dull, graffiti covered underpass with a vibrant mural carrying a positive environmental message. Crucially, the mural was funded using money recovered from successful fly tipping prosecutions, allowing those funds to be reinvested back into the community.

We have issued a total of 67 fixed penalty notices for all environmental offences, excluding fly tipping. We are pleased to report we have an enforcement contractor in place who will be commencing work in February 2026, and we will therefore likely see an increase in the number of incidents resulting in an FPN or prosecution.

*Performance trend compares the current quarter to the previous quarter and indicates whether performance has increased, decreased or has remained flat.

**Where the current quarter appears more favourable than the previous quarter, but is indicating a downward trend, this is due to the use of year-to-date indicators. Year-to-date indicators present cumulative performance for the year, whereas the performance trend analyses each quarter independently.

Be a Top Performing, Modern and Accessible Council.



As part of our progress towards developing a package of measures to recruit and retain staff, including a review of the pay grading structure and the Council's job evaluation scheme, we can report that the Reward and Retention project is in its final stages. 88% of all jobs have now been updated and re-evaluated, consultation is ongoing with the JCC to finalise the implementation plans which we expect to commence in Quarter 4.

Expand and embed a broader range of customer satisfaction measures to drive performance improvement.

As part of our work to improve customer satisfaction, we are in the process of carrying out a review of stage 2 complaints. This review process has been designed to provide further insight to determine if anything could have been done differently at stage 1 to prevent the customer needing to submit a stage 2 complaint. The outcome of this review will be shared with our Senior Leadership Team and embedded into our daily operations as needed, the volume of stage 1 complaints escalating to stage 2 will be monitored on an ongoing basis to understand how effective any changes have been through the Customer Feedback report.

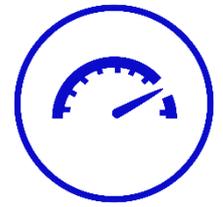


Through the Commercialisation Strategy and action plan, continue to seek out and generate new sources of income, whilst retaining our public service ethos. 3 Commercialisation meetings were held during the quarter and were attended by the Section 151 Officer and the Financial Services Business Manager and project owners to discuss progress against individual projects. Further updates against these projects will be shared via updates to the Medium-Term Financial Plan to be presented to Cabinet in February and Council in March.

Develop and implement an action plan arising from the 'Corporate Peer Challenge' In October 2024, the Local Government Association undertook a Corporate Peer Challenge (CPC) within our organisation, recognising us as a high-performing authority with a strong organisational culture and a solid track record in delivering core services. Following the CPC, a cross-party working group developed a 12-point action plan to address both the strengths and improvement areas identified. Implementation began promptly, with early milestones including a full review of the Community Plan, reported to Full Council in May 2025. In December 2025, the Peer Team returned to assess progress, focusing on the original recommendations and considering Local Government Reorganisation (LGR) as a new priority. The latest review confirmed continued strengths in our culture in particular and highlighted our collaborative approach through LGR, while encouraging ongoing improvement efforts. A report detailing the team's feedback in full will be available on the Council's website here: [Community Plan | Newark & Sherwood District Council](#) following its presentation to Cabinet on 20 January 2026.



Seek to secure the very best option for Newark and Sherwood arising from the reorganisation of local government. Local Government Reorganisation (LGR) in Nottinghamshire reached a major milestone in late November 2025 with the submission of the final proposal to Government. All elected members were briefed on



the proposal and after which Cabinet confirmed the final decision to submit our proposal to Government on 26 November, with formal submission completed on 28 November.



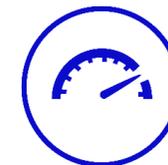
Together with Bassetlaw, Gedling, and Mansfield Councils who are also supporting option 1e, we finalised the proposal for a north-south model. This would replace the existing nine Councils with two new unitary authorities. Sherwood Forest Unitary Council which would consist of Ashfield, Bassetlaw, Gedling, Mansfield, and Newark & Sherwood and Nottingham & South Nottinghamshire Unitary Council which would consist of Broxtowe, Nottingham City, and Rushcliffe.

Our Council feel this approach best aligns with the governments criteria; it unites communities with shared identities, heritage, travel-to-work patterns, and housing markets, while avoiding disruptive boundary changes. It also reflects strong alignment with similar north-south proposals being advanced by neighbouring authorities in Derbyshire. Importantly, this was also the option that received the strongest public support during the extensive engagement process. Around one-third of respondents viewed option 1e positively or as the better choice compared to 1b, citing its clearer geographic logic and alignment with local identities. Focus groups reinforced this preference, describing it as a “more natural split” between the north and south of the county.

In early 2026, Council’s will be invited to ‘listening meetings’ with Directors from Ministry of Housing, Communities & Local Government (MHCLG). These meetings are to set out our proposal to them, emphasise any key points, and ask any questions of MHCLG.

Government will launch consultations on proposals that meet the invitation criteria in early February, running for seven weeks. Before the consultation launches Councils will be provided with a list of statutory consultees to sense check and confirm all relevant contacts. The consultation will run on Citizen Space, with paper and email responses also accepted; paper copies will be placed in council buildings and libraries, and the process will be actively publicised to ensure engagement. While not a public referendum, input from residents and businesses is welcomed, alongside evidence from named consultees. Council’s are reminded that all communications must remain even-handed and comply with the Publicity Code, as the consultation seeks views on how proposals meet set criteria rather than popularity. A decision on the preferred option is expected by the Summer 2026 parliamentary recess.

In the meantime, alongside the eight other authorities in Nottinghamshire, we will continue to progress a range of option-neutral and ‘no-regret’ activities, working collaboratively to maintain momentum and prepare for future implementation. By the time a decision is reached, we will be in a strong position to move forward and prepare for vesting day.



Quarterly Indicators	23/24 Q3 Value	24/25 Q3 Value	Quarter 2 25/26	Quarter 3 25/26**	Performance Trend*	Target 25/26
Contact Centre - telephony - average length of time to answer call (seconds)	113.0	74.0	75.0	81.0	↓	110.0
No of face-to-face contacts (Castle House)	11,947	12,696	8,160	11,949	↓	N/A
No of phone calls presented to Contact Centre	81,755	81,145	50,816	73,107	↓	N/A
Number of work experience placements offered at differing levels of education	New For Q1 24/25	23	7	15	↑	19
% business rate collection	80.6%	81.9%	53.0%	79.0%	↑	82.0%
% council tax collection	79.9%	79.5%	51.9%	79.4%	↑	80.0%
% invoices paid within 30 days - whole Council	98.2%	95.0%	99.5%	99.1%	↓	98.5%

Exploring our performance:

The number of work experience placements offered at differing levels of education is below target by 4 placements this quarter. This is difficult to target as work experience is request led and we have had a sharp reduction in requests this year. For the next financial year we will be offering scheduled work experience placements to schools and colleges in the area to assist the Council in planning and delivery of quality placements and increase the number of placements offered.

*Performance trend compares the current quarter to the previous quarter and indicates whether performance has increased, decreased or has remained flat.

**Where the current quarter appears more favourable than the previous quarter, but is indicating a downward trend, this is due to the use of year-to-date indicators. Year-to-date indicators present cumulative performance for the year, whereas the performance trend analyses each quarter independently.

Our Workforce.



Our Chief Executive has been busy hosting a series of **informal LGR drop-in sessions** to help colleagues better understand what's happening, how Newark and Sherwood District Council is involved in Nottinghamshire's proposal to Government, and what the next steps look like. These sessions are part of our commitment to keeping everyone informed and involved. They have been a chance for colleagues to hear directly from John, ask questions, and share any thoughts or concerns they may have.

The annual Boots and Berets awards were held this quarter, this is an event hosted by Nottinghamshire County Council which recognises the Armed Forces Community Across Nottinghamshire. Nominations for an award are open to Local Authorities and businesses who are signatories of the Armed Forces Covenant or who are in receipt of either the Bronze, Silver, or Gold Defence Employer Recognition Scheme, Parish and Town Councils, Community groups and Registered charities within Nottinghamshire.

We were represented at the fourth annual Boots and Berets Awards in Nottingham, honouring the service of our armed forces, veterans, reservists, and cadets. Special congratulations to Andy and Alison from our Community Development team, who were nominated for awards in recognition of their outstanding contributions. Representing us the day were Cllr Neil Ross, Suzanne, Cara, and our nominees Andy and Alison. It was a powerful evening celebrating commitment, community, and service.



Our annual Serving People and Improving Lives (SPIL) Awards took place in December. It was fantastic to see so many colleagues come together to honour our achievements over the past year. We celebrated everything from Long Service Awards to Team of the Year, making it a night filled with recognition.



Our Workforce.



Quarterly Indicators	23/24 Q3 Value	24/25 Q3 Value	Quarter 2 25/26	Quarter 3 25/26**	Performance Trend*	Target 25/26
Average number of sick days per employee (FTE) per year lost through sickness absence	3.4	2.9	4.6	7.2	↓	4.9
% of staff turnover	8.0%	6.0%	5.2%	9.0%	Not Applicable	9.8%

*Performance trend indicates whether KPIs this quarter have improved, declined, or remained the same compared to the previous quarter. This information allows readers to identify trends, analyse possible underlying causes, and use these insights as a reference for resource allocation, strategic planning, and establishing future performance targets.

**Where the current quarter appears more favourable than the previous quarter, but is indicating a downward trend, this is due to the use of year-to-date indicators. Year-to-date indicators present cumulative performance for the year, whereas the performance trend analyses each quarter independently.

Exploring our performance:

In terms of the average number of sick days per employee (FTE) per year lost through sickness absence, we can see this is performing below our targeted expectations and performance has decreased quarter on quarter. We are experiencing a sustained increase in both long- and short-term sickness absences this year. This has been caused by several factors; a few staff are extremely unwell and remain off for the long term. Short term sickness has also had a sustained increase partly due to this year's seasonal flu which started early in September and continued up till the end of the year. It is important to acknowledge that although we have performed below our target, our performance is strong compared to other Councils in the East Midlands. Line managers locally manage sickness absences and HR review the analysis and reporting of exceptions currently in place and have communicated new arrangements to all line managers. Further training sessions will take place in Quarter 4 and continue into the new financial year, helping managers be better prepared to address any issues related to absence. We prioritise employee wellbeing and provide support for genuine illness, while also taking proactive measures when ongoing absenteeism occurs.

The indicator tracking the percentage of staff turnover does not include a performance trend indicator. Staff turnover is essential in any organisation to create opportunities for progression within the workforce. Therefore, turnover rates are regularly monitored; if the percentage exceeds 14% or falls below 8%, further investigation and escalation will occur.

Use of Microsoft Co-Pilot: Microsoft Co-Pilot was utilised in the preparation of this report to enhance its accessibility for a wide range of audiences. Additionally, Co-Pilot assisted in generating some of the images featured within this report.

Newark & Sherwood District Council Compliance Report

2025/26 Quarter 3

Introduction

Compliance refers to the alignment of a built asset with the relevant rules, regulations, and codes. This includes the products and materials incorporated into the building, as well as the way in which they're assembled and constructed. It is important that we continuously review our compliance to identify and thus rectify any issues identified to keep the buildings users and occupiers safe. This report provides assurance that the Council is compliant in its three key areas of corporate compliance, housing (tenant) compliance and green space compliance.

Corporate Compliance

Corporate compliance refers to the compliance of the 23 commercial sites owned by the Council. We provide this assurance on all buildings owned by the Council regardless of whether they are owned and run by the Council or leased to another body (such as the Gilstrap) as the maintenance of the built asset remains the responsibility of the owner.

Blidworth Leisure Centre	Newark Beacon Innovation Centre
Bridge Community Centre	Newark Castle
Buttermarket Shopping Centre	Newark Lorry Park & The Ranch Café
Castle House	Newark Palace Theatre
Church Farm Business Centre	Newark Sports And Fitness Centre
Brunel Drive Depot - 4 Buildings (A, B, C, D)	Ollerton Housing Office
Dukeries Leisure Centre	Queens Sconce Visitor Centre
Farrar Close	Sherwood Forest Arts & Crafts Centre
Gilstrap Centre Public Toilet	Vicar Water Visitor Centre
Hawtonville Community Centre	National Civil War Centre

We provide assurance that the asset is compliant in 6 key areas.

- Legionella
- Asbestos
- Fire
- Gas
- Electrics
- Lift inspections

Performance Indicators for Corporate Compliance for Q3

Indicator	Previous Quarter	Current Quarter	Target
% Completed Legionella tests (due this quarter)	100%	100%	100%
% Completed Legionella Risk Assessments (due this quarter)	100%	100%	100%
% Completed Asbestos Condition Surveys (annual)	100%	100%	100%
% Completed Asbestos Annual Reviews (due this quarter)	100%	100%	100%
% Completed Fire Risk Assessments (due this quarter)	100%	100%	100%
% Completed Gas Boiler Services (due this quarter)	100%	100%	100%
% Completed Electrical Inspection Reports (due this quarter)	100%	100%	100%

% Completed Lift Inspections (due this quarter)	100%	100%	100%
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Exploring Our performance

All statutory compliance checks remained at 100%

Performance Housing Compliance

Corporate compliance refers to the compliance of our built assets owned by the HRA aka our social tenancy estate. There are 5,749 Residential/Domestic sites and we provide assurance that they are compliant in 6 key areas. As with our corporate estate, most of these sites are tenanted but the maintenance of the built asset remains the responsibility of the Council.

We provide assurance that the residential/domestic site is compliant in 6 areas.

- Legionella
- Asbestos
- Fire
- Gas
- Electrics
- Lifts

Performance Indicators for Housing Compliance for Q3

Indicator	Previous Quarter	Current Quarter	Target
% Completed Legionella tests (due this quarter)	100%	100%	100%
% Completed Legionella Risk Assessments (due this quarter)	100%	100%	100%
% Completed Asbestos Condition Surveys (annual)	100%	100%	100%
% Completed Asbestos Annual Reviews (due this quarter)	100%	100%	100%
% Completed Fire Risk Assessments (due this quarter)	100%	100%	100%
Number of outstanding RED Fire Risk Assessment actions	122	51	N/A
Number of outstanding AMBER Fire Risk Assessment actions	120	153	N/A
% Completed Gas Boiler Services (due this quarter)	99.1%	99.57%	100%
% Completed Electrical Inspection Reports (due this quarter)	99.25%	99.69%	100%
% Completed Lift Inspections (due this quarter)	100%	100%	100%

Exploring Our performance

All statutory compliance checks remained at or near 100% this quarter, with significant reductions in outstanding Red fire risk assessment actions but an increase in AMBER actions.

Green Space Compliance

Green space compliance refers to the compliance of our green spaces and play parks. We own several parks and play parks as does the HRA and we have a responsibility to ensure the safety of park user. Therefore we inspect green spaces/parks and play parks to ensure they are safe to use.

Indicator	Previous Quarter	Current Quarter	Target
% Completed Play Park Inspections HRA Land (due this quarter)	100%	100%	100%
% Completed Play Park Inspections GF Land (due this quarter)	100%	100%	100%

Exploring Our performance

All statutory compliance checks remained at 100%

Risk

Alongside ensuring compliance we also monitor risk. This means we proactively identify potentially significant risks and implementing suitable control strategies help prevent these risks from being realised, or this is not possible, mitigate to a tolerable level. This is done in two ways.

1. **Operational Risks.** These are developed and managed by Business Managers and capture localised risks. These risks are reviewed every quarter and exceptions are reported to SLT and the Risk Management Group on a quarterly basis.
2. **Strategic Risks.** These are developed and managed by Directors and are significant risks faced by the Council which have the potential to prevent it from achieving its key/agreed objectives and/or have the potential to halt or significantly interfere with the ability of the Council to achieve its core objectives, priorities and/or ambitions. These risks are also reviewed every quarter and exceptions are reported to SLT and the Risk Management Group on a quarterly basis as well as Audit and Governance Committee on a bi-annual basis.



Report to: Policy & Performance Improvement Committee – 16 March 2026

Director Lead: Suzanne Shead, Director Housing Health and Wellbeing

Lead Officer: Jane Diver and Robyn Henry, Tenant Engagement Officers, Housing Services

Report Summary	
Report Title	Enhancing Tenant Engagement at Newark and Sherwood
Purpose of Report	To set out a series of measures to build on and strengthen the role and influence of tenants in the management of their homes and neighbourhoods.
Recommendations	<ol style="list-style-type: none"> 1. To note the current tenant engagement arrangements and the practical ways in which tenant engagement was leading to improved outcomes in service delivery 2. To refresh the current Tenant Engagement Board in the following ways: - <ul style="list-style-type: none"> • Increase the number of tenant representatives from three to five • Re-allocate the Chair of the Board to a tenant representative • Rename the current Tenant Engagement Board (TEB)/Housing Assurance Board (HAB) to Tenant Influence and Assurance Board 3. To endorse the proposed enhanced Tenant Engagement Framework, including the programme of recruitment and incentivisation to widen the participation and representation of tenants on the Board and as Tenant Engagement Champions and scrutineers. 4. To note the report will progress to Governance, General Purposes and LGR Committee on 26 March 2026 and Full Council on 19 May 2026

Reason for Recommendation	<p>The proposed recommendations strengthen tenant influence, participation and assurance within housing services and directly support the delivery of the Council’s Community Plan 2023–2027, Serving People, Improving Lives. They place tenants at the heart of decision-making, improve accountability and service quality, and help ensure housing services are responsive to the needs of Newark and Sherwood residents.</p>
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1.0 Background

1.1 Tenant Engagement at Newark and Sherwood

Tenant engagement at NSDC is designed as a deliberate and structured process to promote meaningful communication and cooperation between the Council and its tenants. The core objective of this approach is to ensure that the perspectives and opinions of tenants are not only heard but actively included in the Council’s decision-making and governance processes. This extends to all aspects of housing service delivery and plays a significant role in nurturing vibrant, thriving communities where tenants feel heard and can drive improvements and changes to the services they receive.

This structure has been in operation since 2021, providing tenants with opportunities to engage directly with Council representatives and contribute to important discussions about housing services. See Figure 1 below:

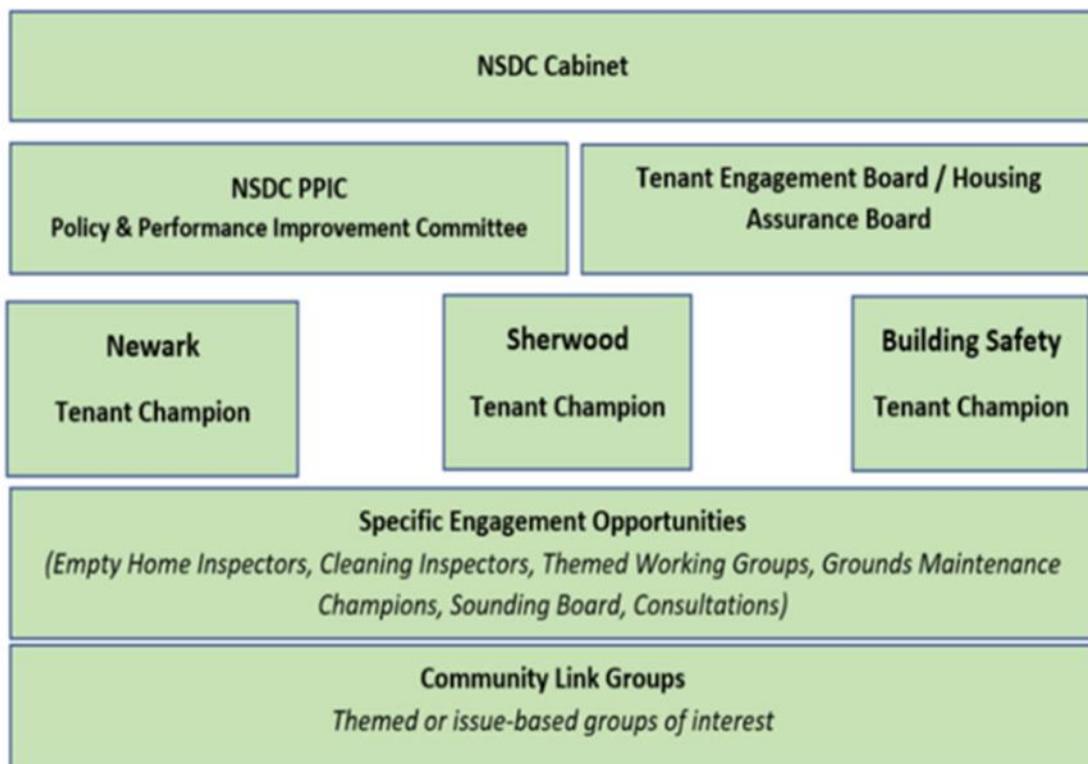


Figure 1 Current Tenant Engagement Structure

1.2

Tenant Champions operate across key service areas and neighbourhoods, supporting service improvement, inspections and scrutiny activity, and acting as a link between tenants and council officers. This ensures that tenant insight informs both operational delivery and wider service development.

Tenant Champions also provide tenant representation within the Council's formal governance and assurance arrangements, sitting on the Tenant Engagement Board alongside councillors and officers. The monthly Champion meetings with housing services staff provide a structured opportunity to discuss emerging issues and develop items for consideration by the Board.

Increasing the number of Tenant Champions from three would strengthen representation, resilience and meaningful tenant influence within the engagement framework.

1.3

Currently the Council seeks to ensure that tenants have a voice and influence in a number of ways, including:

- Getting To Know You visits – where a Tenancy Officer visits the home in person, and discussing engagement activities available to them
- Surveys, consultations and topic-based workshops
- Community Link Group Meetings – held across the district quarterly by the Tenancy Team
- Boughton Hub Drop Ins
- Estate and area action
- Chatham Court Drop Ins
- Estate Walkabouts
- Road naming consultations
- Grounds Maintenance Inspections
- Communal Space Cleaning Inspections
- Empty Homes Inspections
- Tender evaluations
- Considering grant applications for 'Local Opportunity & Wellbeing' funding panel membership
- Co-design workshops – for example policy reviews, Empty Homes inspection forms redrafting, wording and tone for damp and mould communications
- Editing the Tenant Times e-letter
- One-off engagement activities – Yorke Drive Fun Day, Alexander Lodge open day, Ollerton Repairs Day.
- Council Representative at Association of Retained Council Housing

- Representing the Council at TPAS conferences and events

Formal tenant involvement is provided through the Tenant Engagement Board / Housing Assurance Board, which sits within the Council's governance framework and enables tenants to review performance, provide assurance, and influence service priorities.

Recent examples of items of business considered by these boards are: -

- Review and refresh of compliance letters and gas capping
- Consumer standards gap analysis
- External Housing Ombudsman and MHCLG consultations
- Quarterly Compliance Assurance Reports
- Budget Updates
- Outcomes from Cabinet that affect tenants
- Grounds maintenance performance updates
- The Council's Community Plan Performance
- Tenant Satisfaction Measures Action Plan update
- Good Neighbourhood Management Policy

As should always be the case, a review has taken place of the effectiveness of the current arrangements and this has been undertaken in conjunction with TPAS, Tenant Participation Advisory Service – the tenant engagement specialists - and involved tenants; offering their time, lived experience and skills to feedback and support the Council to improve housing services.

The aim has been to strengthen tenant influence and improve service outcomes, reflecting the Council's commitment to ensuring tenant insight shapes decision-making.

A dedicated Design Team—made up of tenants, officers and tenant engagement staff—was formed in July 2025. Through a series of co-design sessions, the team developed a revised engagement framework and recommendations for implementation, which the TEB approved on 18 September 2025 providing the platform to begin progression through the Council's governance process.

This work recommends a clearer and more consistent engagement model.

Co-designed by tenants and staff, the revised approach strengthens transparency, inclusivity and digital accessibility, building a more trusted and effective engagement framework.

1.4

While the Council's current engagement model has achieved several successes—including instigating a review of the empty homes Fit-to-Let standard, and the resultant tenant inspection regime; collaborative creation of the 2024–25 Tenant Annual Report; supported the introduction of a bespoke Housing Services Facebook page which also resulted in a strapline on all Housing email signatures; influenced the tone and language of the damp and mould communications to tenants;

influenced via Grounds Maintenance monitoring, improved performance and satisfaction with the service; influencing the tender process for the Estate Improvement Panel, and influenced the increased distribution of the tenant-edited Tenant Times, - there is scope for improvement.

- Participation rates represent a low percentage of our tenant population, and feedback primarily represents a limited group of dedicated individuals.
- Voices from quieter, unrepresented, and working tenants are not being reached effectively.
- Ensure that we demonstrate value and impact from tenant influence.

While feedback from tenants that have been involved in the review points to more active and consistent engagement, we fall short of our ambition to be 'best in class' in terms of tenant influence and engagement.

1.5 In addition to the revised framework, TPAS also recommended that the Council consider a recognition and incentivisation system that acknowledges tenants' time, knowledge, and dedication to support the Council with improving and scrutinising housing services.

1.6 At present, the Council reimburses tenants for their travel and subsistence which on its own, no longer appears appropriate or commensurate with the expectations on tenant representatives. TPAS guidance and industry research both highlight that a well-structured and transparent recognition system supports creating and maintaining meaningful involvement for the purpose of producing real service improvements.

Researching best practice, Winchester City Council has introduced an in-house Tenant & Council Together (TACT) Board, which commenced as a pilot in 2024. This governance board provides an annual payment of £800 to tenant members to encourage tenant engagement in decision-making. Although many councils continue to maintain voluntary participation for advisory panels and scrutiny groups, the Winchester example indicates a shift toward professionalised and accountable tenant boards.

1.7 Figure 2 below shows the approach taken by Nottingham Community Housing Association (NCHA), Newark's primary social housing partner, which combines attendance payments and support with home broadband for panel chairs and committee members.

Group / event	Formal meetings p/a (x6)	Adhoc meeting p/a (x8)	Broadband (per month)	Annual member payment	Annual budget impact
H&N Panel 12 members	£50	£30	£16	£892	£10,704
Scrutiny Panel 6 members	£50	£30	£16	£892	£5,352
Care & Support 2 members	£50	£30	£16	£892	£1,784
Informal c8 attendees	Nil	£20	Nil	£160	£1,280
TOTAL					£19,120

Figure 2

- 1.8 Involving tenants and securing their influence matters in and of itself. Irrespective of housing regulation, it is something that good quality landlords should do. The reality though is that tenant engagement is fundamental to delivering the Regulator of Social Housing's Tenant Involvement and Assurance Standard and the proposed revised framework in section 2 will assist with this.

2.0 Proposal /Options Considered

- 2.1 Figure 3 below sets out a proposed new framework, the objectives of which are to: -

- Broaden activities for inclusivity
- Widen participation
- Increase representativeness of the tenant population
- Increase opportunities for involvement
- Meet and exceed regulatory requirements
- Develop a clear and recognised framework for engagement which formally links the Tenant Board to PPIC for evidenced Council wide scrutiny
- Establish the Tenant Influence and Assurance Board with the same status and accountability as other boards and committees

Tenant Engagement Framework

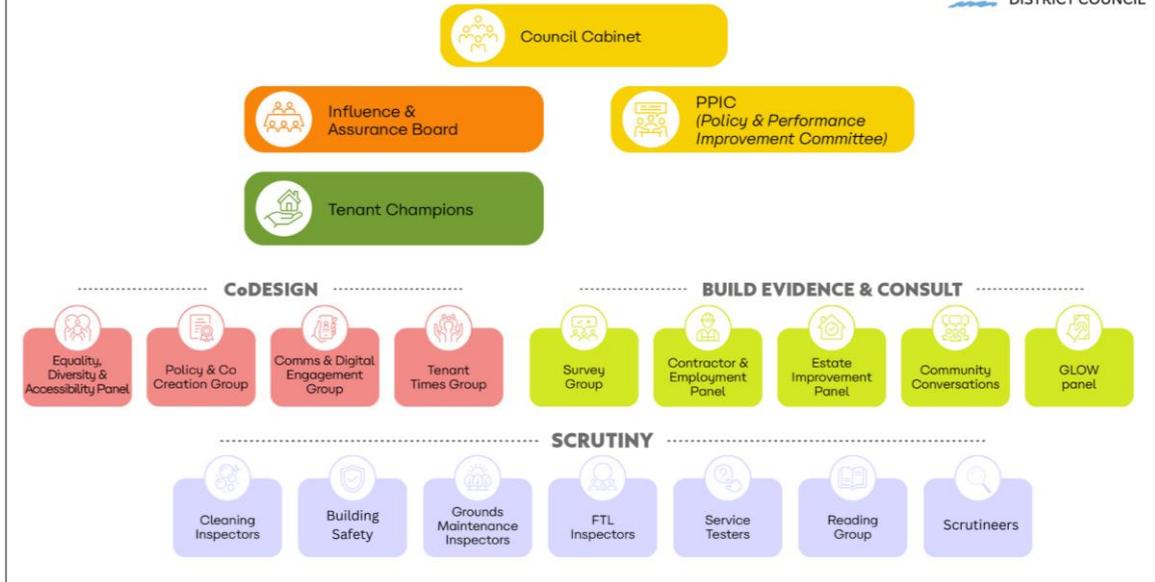


Figure 3

2.2 The specific proposals are:

- Rename the Tenant Engagement Board (TEB)/ Housing Assurance Board (HAB) to be the Tenant Influence and Assurance Board
- Repurpose the role of the Tenant Influence and Assurance Board in accordance with the attached Terms of Reference
- Undertake a comprehensive recruitment process to increase and widen tenant participation, including Tenant Engagement Champions and Scrutineers.
- Introduce a structured recognition and incentives scheme for involved tenants and leaseholders.

2.2.1 Rename the Tenant Engagement Board (TEB)/ Housing Assurance Board (HAB) to be the Tenant Influence and Assurance Board

As the TEB/HAB forms part of the Council’s constitution, this proposal is subject to the endorsement of the There is a clear governance process to follow regarding this proposal so this report following presentation at this committee will them progress via Governance, General Purposes and LGR Committee on 26 March 2026 through to Full Council on 19 May 2026

2.2.2 Repurpose the role of the Tenant Influence and Assurance Board.

The revised Terms of Reference are appended to this report. These will bring forward tenant opportunities to chair the board, increase tenant representation, consider data and determine topics for scrutiny and manage the agenda.

2.2.3 Undertake a comprehensive recruitment process to increase and widen tenant participation, including Tenant Engagement Champions and Scrutineers.

A targeted tenant recruitment campaign, supported by TPAS, will be designed to reach under-represented groups by using tailored messaging, accessible formats and multiple engagement routes, ensuring a wider and more diverse range of tenants are able to get involved and influence housing services.

We recognise the input and value the younger generations living in our properties could provide to our engagement activities and will work with agencies such as YMCA and Youth Services at a local level to offer recruitment and participation opportunities

2.2.4 Introduce a structured recognition and incentives scheme for involved tenants and leaseholders

The scheme introduces modest financial recognition – please see figure 4 below - alongside nonfinancial incentives such as training and visible acknowledgement, ensuring involvement remains accessible and inclusive.

Clear guidance will be provided on benefit and tax implications, with tenants able to opt out of financial recognition without affecting their involvement. This approach supports meaningful tenant influence, strengthens assurance and scrutiny, and aligns with regulatory expectations and emerging best practice.

The non-financial benefits could include:

- CPD-accredited training opportunities
- Invitation to exclusive tenant insight events
- Active 4 Today discounted membership
- Free garden waste bin or compost bin
- Entry into prize draw
- Community café or local business vouchers
- Broadband contribution/Microsoft licence
- Annual Tenant Engagement Meet Up Event

Involved Tenants	Formal Meetings pa x6	Ad hoc Meetings pa x4 / x8	Broadband per month	Annual payment per tenant member	Annual Budget Impact
10x Champions (5x IAB members, 5x Champions/Scrutineers)	£50	£30 x4	Circa £20	£660	£6,600
Informal attendees x10	Nil	£20 x8	Nil	£160	£1600

Christmas Celebration					£750
Annual Awards Event					£1000
Budget Impact Total pa					£9950

Figure 4

3.0

Implications

In writing this report and in putting forward recommendations, officers have considered the following implications: Data Protection; Digital & Cyber Security; Equality & Diversity; Financial; Human Resources; Human Rights; Legal; Safeguarding & Sustainability and where appropriate they have made reference to these implications and added suitable expert comment where appropriate

Implications Considered			
Yes – relevant and included / NA – not applicable			
Financial	Y	Equality & Diversity	Y
Human Resources	N/A	Human Rights	N/A
Legal	Y	Data Protection	N/A
Digital & Cyber Security	N/A	Safeguarding	N/A
Sustainability	N/A	Crime & Disorder	N/A
LGR	N/A	Tenant Consultation	Y

3.1

Financial Implications - FIN25-26/8311

The recommended proposal results in an annual cost of £9,950 from 2026/27. This charge will be reviewed at the end of each tenant champion cycle (every 2-3 years). The cost can be accommodated within the existing tenant engagement budget for 2026/27 and future years

3.2

Equality & Diversity Implications

An Equality Impact Assessment has been undertaken to evaluate the revised Tenant Engagement Framework to ensure it is fair, inclusive, and accessible to all tenants, supporting legal duties and removing barriers to participation. This can be found at Appendix 2.

- **Framework purpose and approach:** The framework establishes a clearer, consistent method for tenant involvement, strengthening tenant voices and offering multiple engagement routes to accommodate varying abilities, time, and confidence levels.
- **Consideration of protected characteristics:** The assessment covers impacts on tenants across all protected characteristics, including age, sex, disability, race, religion, and additional NSDC-specific groups such as carers and care leavers.
- **Identified impacts and mitigations:** Positive impacts include clearer structure and multiple participation methods, while mitigations address potential exclusion from digital or written engagement, incentive imbalances favouring confident participants, and under-representation by monitoring participation and targeted outreach.
- **Wider considerations and monitoring:** The framework addresses socio-economic challenges through flexible, accessible engagement, supports human rights by enabling tenant influence, requires staff

training for inclusivity, and includes ongoing monitoring to ensure fairness as the framework is implemented.

3.3 Legal Implications LEG2526/8935

Any changes to the Constitution require Full Council approval. The Tenant Engagement Board is specifically referred to in the constitution at B6 and therefore any changes in respect of this Board including its dissolution will require Full Council approval. Further legal advice may be required.

3.4 Tenant Consultation

- Feedback from tenants included:
- Tenants co-created the new improved framework and support its adoption
- Engagement is vital for effective recruitment and skill development.
- The framework recognises tenants' contributions to improving and scrutinising housing services.
- Offers support so tenants can make informed decisions on whether to accept the financial rewards available within the new framework
- Tenants have a choice to opt out of financial recognition if preferred.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

Tenant Influence & Assurance Board Terms of Reference

Newark and Sherwood District Council

1. Purpose

The Tenant Influence & Assurance Board (TIAB) exists to strengthen tenant involvement, enhance transparency, and ensure accountability in housing services. The Board provides a collaborative forum for tenants, staff, and elected members to influence decision-making, monitor performance, and assure service quality.

2. Objectives

- To provide oversight and assurance on housing service delivery and performance.
- To ensure tenant voices are central to shaping policies, services, and improvements.
- To review and challenge service standards, performance data, and customer feedback.
- To formally link the TIAB to PPIC for evidenced Council wide scrutiny.
- To promote transparency, fairness, and continuous improvement in housing services.
- To support the Council’s commitment to co-production and tenant empowerment.

3. Membership

Number of members	12
Substitute members permitted	Yes
Political proportionality rules apply	No
Appointments	A recruitment process will apply to Tenant Members Policy, Performance and Improvement Committee (PPIC) members shall be appointed by their committee annually.
Removals	By the Portfolio Holder for Housing in consultation with TIAB Chair. Where the removal involves the TIAB Chair the Portfolio Holder for Housing will work with the Business Manager for Housing Services
Membership	Tenants: At least 5 representatives from across the district, forming 5 of the 10 Tenant Engagement Champions. Staff: At least 3 officers, including a business manager from relevant housing service areas and a officer from the tenant engagement team. Councillors: At least 4 elected members will sit on the Board. This must include the Portfolio Holder for Housing, and at least 3 councillors who are members of PPIC.

Terms of office	Board member terms of office shall be reviewed every two years and confirmed by formal vote.
Chair	The Tenant Chair will be elected annually by the Board members. A Vice-Chair will also be appointed to support and deputise as needed.
Quorum	6 – 3 tenant representatives, 2 elected members and 1 staff member.
Number of ordinary meetings per council year	At least 4 per council year.

5. Member Roles

Each member of the Tenant Influence & Assurance Board plays a vital role in ensuring the Board functions effectively and inclusively. Roles are defined to promote clarity, accountability, and shared responsibility.

Tenant Representatives

- Act as a collective and independent voice for tenants across the district.
- Provide constructive challenge to the Council by questioning data, decisions, priorities and performance.
- Request, review and use relevant performance, satisfaction and engagement data to help shape Board agendas and ensure discussions reflect the priorities of all tenants.
- Share lived experiences, insights and feedback to help shape, improve and assure the quality of services.
- Hold the Council to account by seeking clarity, evidence and updates on how tenant feedback has influenced decisions and outcomes.
- Engage with wider tenant networks to gather views and test whether services and changes reflect tenant needs.
- Promote transparency, trust and mutual accountability between tenants and the Council.

Staff Members

- Provide operational insight and context to support discussions.
- Respond to queries and provide relevant data or updates.
- Support the implementation of Board recommendations.
- Facilitate communication between the Board and Council departments.

Councillors

- Offer strategic oversight and democratic accountability.
- Ensure alignment with Council policies and priorities.
- Champion tenant engagement within wider Council decision-making.

- Support the Board’s recommendations through formal Council channels, this may include suggesting working groups to the PPIC for scrutiny measures.

Chair

- Facilitate meetings in a fair and inclusive manner.
- Ensure all voices are heard and discussions remain focused.
- Lead on conflict resolution and consensus-building.
- Represent the Board in external communications where appropriate.

Vice-Chair

- Support the Chair and deputise when necessary.
- Assist in preparation and follow-up of meetings.
- Help maintain continuity and momentum between meetings.

6. Member Responsibilities

Board Members

- Attend at least 80% of meetings and actively participate.
- Represent the views of their communities or service areas.
- Respect confidentiality and uphold the Council’s values.
- Review reports, data, and proposals in advance of meetings.
- Contribute to debate and challenge the views of others appropriately.

Council Officers

- Provide relevant reports, data, and updates outlining what influence tenants can have.
- Support the Board with administrative and facilitation duties.
- Ensure actions and recommendations are followed up and influence is evidenced.

7. Meetings

The Board will meet at least quarterly. Additional meetings may be scheduled as required. Meetings will be held in accessible venues or online, with support provided for digital inclusion.

8. Decision-Making and Recommendations

The Board is advisory and does not hold formal decision-making powers. However, its recommendations will be formally recorded and considered by the Council’s Housing Management Teams and relevant committees.

9. Reporting and Communication

Minutes and actions will be shared with all members and published where appropriate. Insight, feedback and outcomes from wider tenant engagement activities will be reported to the Board to inform discussion, challenge and assurance. A summary of Board activity, wider engagement themes and resulting outcomes will be communicated to tenants through newsletters and annual reports. The Board may produce an annual statement of assurance.

10. Review of Terms of Reference

These Terms of Reference will be reviewed annually by the board, to ensure they remain relevant and effective.

11. Recognition and Incentives

Tenant representatives shall be entitled to claim their reasonable expenses incurred in the fulfillment of their role, in line with the Tenant Engagement Recognition and Incentives scheme.

12. Conflict Resolution

In the event of disagreements or conflicts among Board members, the following steps will be taken:

- Encourage open and respectful dialogue to understand differing perspectives.
- The Chair will facilitate mediation and seek consensus.
- If unresolved, the matter may be referred to an independent mediator or Council officer for guidance.
- All members are expected to adhere to the Council's Code of Conduct and maintain professionalism.

EQUALITY IMPACT ASSESSMENT

What is an Equality Impact Assessment?

An Equality Impact Assessment (EIA) is a tool designed to assist you in ensuring that you have thought about the needs and impacts of a change to your service / policy / plan / strategy to ensure it is fair and does not present barriers to participation or disadvantage any groups in relation to protected characteristics as defined in the Equality Act 2010. It enables a systematic approach in identifying and recording impacts and actions.

Why do we need it?

As a local authority that provides services to the public, we have a legal responsibility to ensure that we can demonstrate that we have paid due regard to the need to:

- ✓ Eliminate discrimination, harassment and victimisation
- ✓ Advance Equality of Opportunity
- ✓ Foster good relations

The EIA will help to ensure that we understand the potential effects of any new or significantly changed services, policies, plans, or strategies by assessing:

- the impacts on different groups, both internal and external
- any adverse impacts are identified
- actions are identified to remove or mitigate any adverse impacts

The EIA ensures decisions are transparent and based on evidence with clear reasoning.

What are the protected characteristics?

- ✓ Age
- ✓ Disability
- ✓ Gender reassignment
- ✓ Marriage and civil partnership
- ✓ Pregnancy and maternity
- ✓ Race
- ✓ Religion and belief
- ✓ Sex
- ✓ Sexual orientation

1. INTRODUCTORY INFORMATION

Name of service /policy / plan /strategy	Improved Tenant Engagement Framework – with incentives
Lead Officer and others undertaking this assessment?	Jane Diver, Robyn Henry, HD Tenant Champion
Date EIA completed	10.02.2026

NSDC is moving towards a more consistent and defined model of engagement, shaped by a collaborative design team comprising tenants, Council staff, and Tenant Participation Advisory Service (TPAS) in a project executed in 2025. This evolution reflects growing expectations for transparency, inclusivity, and digital accessibility. By modernising engagement practices, NSDC will strengthen trust and accountability while delivering a more responsive and equitable housing service that meets the diverse needs of its tenant residents. We are adopting an improved Tenant Engagement Framework, with a structured recognition and incentives scheme.

2. SUMMARY OF THE POLICIES, PROCEDURES, FUNCTIONS, AND SERVICES BEING ASSESSED

What are the aims and objectives of the policies, procedures, functions, and services
<p>We carried out this Equality Impact Assessment to make sure the Improved Tenant Engagement Framework is fair, inclusive and accessible to all tenants.</p> <p>The framework introduces a clearer and more consistent approach to tenant involvement. It explains how tenants can get involved and what they can expect. It aims to strengthen tenant voice and apply the same standards across services. It offers different routes into engagement so tenants with different abilities, time and confidence levels can participate.</p> <p>It helps us check that the framework does not create barriers for any group. It supports NSDC's legal duties to consider people with protected characteristics before making changes. It ensures that every tenant has opportunities to take part in ways that suit their needs.</p>
Who is affected by this policies, procedures, functions, and services and what is the intended change or outcome for them? (i.e. staff / service users or other stakeholders)
<p>We assessed the impact on NSDC tenants and leaseholders based on these Protected Characteristics:</p> <ul style="list-style-type: none"> Age Sex Disability Sexual orientation Gender reassignment Marriage and civil partnership Pregnancy and maternity Race and ethnicity

Religion or belief
 Carers and Care Leavers (NSDC-specific)
 Armed Forces Covenant (NSDC-specific)

Which groups have been consulted with as part of the creation or review of this policies, procedures, functions, and services

(Please include how they were consulted and their responses. If you haven't consulted yet and are intending to do so, please complete the consultation table below)

- Tenant feedback during the design phase informed the assessment.
- Officer experience during the design phase informed the assessment.
- Existing equality guidance supported our approach.
- We will continue working with the Equality Group if new impacts emerge during implementation.
- Ongoing tenant feedback will help keep the framework relevant and inclusive.

In light of the answers given above, do you need to consult with specific groups to identify needs/issues? If not please explain why

Completed during the design phase.

CONSULTATION

Negative impacts identified will require the responsible officer to consult with the affected group/s to determine all practicable and proportionate mitigations. Add more rows as required.

Group/Organisation	Date	Response
Tenant Engagement Champions		
Design Team		

3. WHAT WE ALREADY KNOW AND WHERE THERE ARE GAPS

List any existing information / data about different diverse groups in relation to this policy? i.e. in relation to age, disability, gender reassignment, marriage or civil partnership, pregnancy & maternity, race, religion or belief, sex, sexual orientation etc

Examples of information / data such as consultation, previous EIA's, demographic information, anecdotal or other evidence

Tenant feedback collected during engagement activities informed the assessment.
 Officer experience in day-to-day work with tenants contributed insights about barriers and needs.
 Plans to continue engaging through the Equality Group as new impacts emerge.
 Ongoing tenant feedback will remain part of monitoring and review.

The assessment used existing equality guidance already held and used across NSDC.

The EQIA identifies known challenges for groups with protected characteristics, based on previous insight and officer knowledge:

Age: Some tenants may prefer or require non-digital formats or more support.

Disability: Awareness of accessibility needs such as large print, Easy Read, assisted digital support.

Sex / Sexual Orientation / Gender Reassignment / Religion or Belief / Race and Ethnicity: Listed and considered as part of the protected characteristics review, though no specific datasets were referenced.

Pregnancy & Maternity: Included as part of the protected characteristic assessment.

Marriage & Civil Partnership: Acknowledged as part of the assessment.

Armed Forces Covenant & Care Leavers: NSDC-specific groups recognised within existing organisational equality considerations.

The assessment reflects known patterns within NSDC services, such as:

Some tenants having limited digital access or relying on offline communication.

Tenants facing language barriers, indicating previous awareness of translation needs.

The risk that digital-only engagement could exclude disabled tenants or those with lower confidence.

Staff experience identifies some engagement activities attract tenants who are already confident or active, which may unintentionally disadvantage quieter or less confident tenants.

Officer knowledge identifies that some groups may be under-represented, existing awareness from previous data collection and engagement trends.

Socio-economic Information Considered

(While not protected characteristics, these are relevant contextual data the EQIA acknowledges):

Low confidence

Financial hardship

Caring responsibilities

Lack of transport

Irregular working hours

These were included due to existing understanding of tenant challenges.

Summary - existing evidence used includes:

Tenant feedback

Officer experience

Existing equality guidance

Understanding of barriers affecting disabled tenants, digitally excluded tenants and tenants with language needs

Awareness of under-represented groups

Socio-economic challenges known from previous service interactions

Planned use of demographic monitoring to track participation

4. ASSESSING THE IMPACT

Protected Characteristic	Is there potential of positive or negative impact?	Please explain and give examples of evidence / data used	Action to address negative impact (<i>i.e. adjustment to the policy/plan – the action log below should be completed to provide further information</i>)
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Age	Positive Potential Uneven/ Negative	The clearer structure makes it easier for more tenants to understand how to get involved. Offering multiple ways to participate supports different needs, abilities and confidence levels. A consistent approach helps build trust, especially for people who felt unheard or unsure how to take part.	See Action Log
Disability	Positive Potential Uneven/ Negative	The clearer structure makes it easier for more tenants to understand how to get involved. Offering multiple ways to participate supports different needs, abilities and confidence levels. A consistent approach helps build trust, especially for people who felt unheard or unsure how to take part.	See Action Log
Gender Reassignment	Positive	A consistent approach helps build trust, especially for people who felt unheard or unsure how to take part.	
Marriage / Civil Partnership	Positive	A consistent approach helps build trust, especially for people who felt unheard or unsure how to take part.	
Pregnancy / Maternity	Positive	Offering multiple ways to participate supports different needs, abilities and confidence levels.	
Race	Positive	A consistent approach helps build trust, especially for people who felt unheard or unsure how to take part.	
Religion / Belief	Positive	A consistent approach helps build trust, especially for people who felt unheard or unsure how to take part.	
Sex	Positive	A consistent approach helps build trust, especially for people who felt unheard or unsure how to take part.	
Sexual Orientation	Positive	A consistent approach helps build trust, especially for people who felt unheard or unsure how to take part.	

Other groups which may be impacted? (carers, low literacy, priority neighbourhoods, health inequalities, rural isolation, veterans, care leavers)	Positive	A consistent approach helps build trust, especially for people who felt unheard or unsure how to take part.	See Action Log
	Potential Uneven/	Offering multiple ways to participate supports different needs, abilities and confidence levels.	
	Negative	The clearer structure makes it easier for more tenants to understand how to get involved.	

5. PROPOSED MITIGATION: ACTION LOG

To be completed when barriers, negative impact or discrimination are found as part of this process – to show actions taken to remove or mitigate. Any mitigations identified throughout the EIA process should be meaningful and timely. Add more rows as required.

Negative/Uneven Impact	Action	Responsible Officer	Target Date
Some tenants may find certain engagement routes harder to use, including: People with disabilities, People with limited digital access, People facing language barriers. They may be excluded if engagement relies too much on digital or written methods.	Offer a range of engagement options, including in-person, telephone, hybrid and online methods.	JND/RH	April 2026
	Provide accessible formats such as large print, Easy Read, translated materials or assisted digital support.	JND/RH	April 2026
	Ensure digital tools supplement—rather than replace—face-to-face and accessible routes	JND/RH	April 2026
It ensures no tenant is excluded because of disability, digital access or language needs.			
Without monitoring, some groups may continue to be under-represented. We could miss important voices and experiences.	Monitor participation trends by demographic group (where data is available).	JND/RH	Monitoring will commence April 2026
	Identify patterns that show gaps or barriers.	JND/RH	April 2026
	Carry out targeted outreach where groups are missing.	JND/RH	Will commence April 2026
It helps balance opportunities so that quieter or less confident tenants can still take part.			
Incentive-based opportunities may work better for tenants who already have more confidence, free time or stability.	Make sure incentives do not favour only confident or highly active participants.	JND/RH	Monitoring will commence April 2026
	Offer low-pressure, informal and flexible engagement options.	JND/RH	Will commence April 2026

It might lead to the same people participating more often.	Support participation through staff outreach and confidence-building approaches.	JND/RH	Will commence April 2026
It helps balance opportunities so that quieter or less confident tenants can still take part.			
Socio-economic Factors Tenants may face challenges such as: Low confidence Financial hardship Caring responsibilities Lack of transport Irregular working hours	Flexible engagement methods and accessible options will help reduce these barriers.	JND/RH	Will commence April 2026
Human Rights	The framework supports fair treatment and increases tenants' ability to influence decisions affecting their homes and communities.	JND/RH	Will commence April 2026
Impact on Staff and the Organisation	Staff may need training in accessible communication and inclusive engagement methods.	Housing Services Business Managers	Ongoing
	A skills audit will help identify development needs.	Housing Services Business Managers	Ongoing
	Consistent practice across teams will support fairness and build tenant trust.	SLT	Ongoing

What are the arrangements for monitoring and reviewing the actual impact of the policies, procedures, functions, and services?

We will monitor who is taking part to identify under-represented groups. Equality considerations will be reviewed regularly as the framework rolls out. This will help ensure the framework remains fair and accessible, especially as NSDC prepares for Local Government Reorganisation.

Overall, the Improved Tenant Engagement Framework is designed to be fair, inclusive and accessible. With the planned mitigations and regular monitoring, the framework will support equal participation and help ensure that all tenants—regardless of background or circumstances—have a meaningful voice.

6. EVALUATION DECISION

Once consultation and practicable and proportionate mitigation have been put in place, the officer responsible should evaluate whether any negative impact remains and, if so, provide justification for any decision to proceed.

Question	Explanation / justification
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Is it possible the proposed new service / policy / plan or strategy or the proposed change could discriminate or unfairly disadvantage people?	Potentially if the mitigations are not implemented.	
Final Decision	Tick	Include any explanation/justification required
1. No barriers identified; therefore, activity will proceed		
2. Stop the policy or practice because the data shows bias towards one or more groups		
3. Adapt or change the policy in a way that will eliminate the bias		
4. Barriers and impact identified , however having considered all available options carefully, there appear to be no other proportionate ways to achieve the aim of the policy or practice (e.g. in extreme cases or where positive action is taken). Therefore, you are going to proceed with caution with this policy or practice knowing that it may favour some people less than others, providing justification for this decision	X	See above mitigations

Did you consult with an Equality and Diversity Ally prior to completing this assessment?

Yes/~~No~~

7. SIGN OFF

Name and job title of person completing this EIA	Jane Diver Tenant Engagement Officer
Officer Responsible for implementing the change to policies, procedures, functions, and services etc.	Jane Diver Robyn Henry
Business Manager	Julie Davidson
Date Agreed (by Business Manager)	10/02/2026
Date of Review (if required)	01/04/2027



Report to: Policy & Performance Improvement Committee – 16 March 2026

Director Leads: Matt Lamb – Planning and Growth
Matthew Finch – Communities and Environment

Lead Officer: Nick Law – Biodiversity & Ecology Lead Officer. Ext. 5333

Report Summary	
Report Title	Biodiversity Strategy and Biodiversity Report
Purpose of Report	To present a proposed Biodiversity Strategy and to present the statutorily required Biodiversity Report 2024-2025.
Recommendations	<ol style="list-style-type: none"> 1. Approve the proposed amended First Consideration Proposed Future Actions and Monitoring as the Council’s Biodiversity Strategy. 2. Approve publication of the proposed Biodiversity Report 2024-2025. 3. Approve that future Biodiversity Reports will be published annually.
Reason for Recommendation	<ol style="list-style-type: none"> 1. There is a statutory requirement to have agreed actions within a First Consideration report and the proposed Biodiversity Strategy provides an mechanism for that. 2. This is a statutory requirement. 3. The statutory requirement can be no more than 5-year reporting intervals, but given imminent changes to mandatory BNG and impending Local Government Reform, and a Council fully engaged with biodiversity matters, annual reporting was considered appropriate. <p>Some of the proposed actions deliver on Ambition 6 of the Community Plan, particularly “<i>Play an active role in biodiversity net gain for the district, including the potential to own our own biodiversity offset sites, as well as looking at how our own developments can contribute.</i>”</p>

1.0 Background

- 1.1 The 04 June 2024 Cabinet approved publication of the *Biodiversity Report – First Consideration* with finalised agreed actions to be brought back to the Cabinet for approval within 3 months of publication of the First Consideration report.

1.2 Whilst the Report was effectively published through this process, finalised agreed actions were never brought back to Cabinet for approval.

1.3 The Council has a statutory obligation to publish a Biodiversity Report and the end date of the first reporting period should be no later than 01 January 2026 and reports should be published within 12 weeks of the reporting period end date.

2.0 Proposal /Options Considered

2.1 **Proposal (1)** is for the First Consideration Proposed Future Actions and Proposed Monitoring set out in Section 2 of the First Consideration report to be amended to account for the current situation, as recommended in the review table below, and for the amended Section 2 (Appendix A of this report) to then be adopted as the Council’s Biodiversity Strategy.

2.2

Item	Proposed Future Action	Comment	Recommendation
Community Plan 2023-2027	Develop a Biodiversity Strategy	It was considered that the First Consideration Report represented a framework for the Biodiversity Strategy	Guided by the review in this table remove actions no longer considered achievable or relevant and then adopt an amended version of the table in Section 2 of the First Consideration Report as the Biodiversity Strategy.
	Engage with the LNRS process	This has been actioned. Can be continued in the next Biodiversity Reporting Period.	Can and will be reported on in the Biodiversity Report 2024-2025.
	Review Council’s landholding for ‘habitat banking’.	This has been actioned. Can be continued in the next Biodiversity Reporting Period.	Can and will be reported on in the Biodiversity Report 2024-2025.
	Reporting against the United Nations Sustainable Development Goals	Not aware of any action.	Research further before deciding to keep or remove.
Green Infrastructure Strategy for Newark and	Review at the next round of plan making	Still relevant.	Keep in strategy and report on.

Sherwood (2010)			
Amended Core Strategy Development Plan Document (ACSDPD)	Appraisal to consider whether development should provide more than the mandatory minimum 10% BNG, to align with the next round of plan making	Consultation on the draft NPPF indicates that Government will not support this.	No longer deliverable. Remove from strategy.
	Inclusion of biodiversity within a Design Code to align with the next round of plan making	Still relevant.	Keep in strategy and report on.
Supporting studies	To review and update where appropriate as part of the next round of plan making the following: Strategic Flood Risk Assessments Newark & Sherwood Water Cycle Study; and Habitat Regulations Assessments.	Still relevant.	Keep in strategy and report on.
Local Wildlife Sites System	To discuss with the Nottinghamshire Biological and Geological Records Centre the potential for the NSDC Ecology Team to have a direct supporting involvement with the Local Wildlife Sites system.	Not actioned, but still relevant and achievable.	Keep in strategy and report on.
Planning Applications	Consider effects of biodiversity during planning determinations.	Has been actioned.	Can and will be reported on in the Biodiversity Report 2024-2025.

	Planning Committee members to receive BNG training.	Has been actioned.	Can and will be reported on in the Biodiversity Report 2024-2025.
Biodiversity Net Gain	Creation of a new second permanent post to support the Biodiversity and Ecology Officer.	Has been actioned.	Can and will be reported on in the Biodiversity Report 2024-2025.
Land Management	Highlight opportunities where management could provide biodiversity benefits.	Not actioned, but still relevant and achievable.	Keep in strategy and report on.
Housing Stock Management	Prepare 'information sheets' to raise awareness of biodiversity issues for Council's housing stock maintenance.	Not actioned, but still relevant and achievable.	Keep in strategy and report on.
Asset Management	Feasibility study to appraise the potential to purchase land for the specific purpose of selling biodiversity units.	Not been actioned. Officers are aware that the 'habitat bank' market has developed significantly and price cutting is already occurring. Officer advice would be that given the cost of purchase of suitable land this would likely carry a high financial risk.	Recommend removal from the strategy
Working with partner organisations	Raise additional awareness through running one or two high profile public engagement services	Not actioned, but still relevant and achievable.	Keep in strategy and report on.

	Undertake a review of the provision of Local Nature Reserves within the District	Not actioned, but still relevant and achievable.	Keep in strategy and report on.
Raising Awareness	Create and continually refresh biodiversity content for the Council's website	Not actioned, but still relevant and achievable.	Keep in strategy and report on.
	Investigate ways to raise general awareness of biodiversity issues amongst NSDC Staff	Not actioned, but still relevant and achievable.	Keep in strategy and report on.

- 2.3 In making this recommendation it is the officer's opinion that the proposed Future Actions are such that they are meaningful actions but sufficiently broad in their scope to not impose unrealistic constraints or financial implications for delivery, but with flexibility to enable yet unidentified actions that fit the scope of the action to be reported.
- 2.4 The Future Actions in the Biodiversity Strategy will then be monitored and reported on in the Council's future Biodiversity Reports. This will not be the Biodiversity Report that is the subject of the second proposal (2), but future Biodiversity Reports.
- 2.5 **Proposal (2).** It is proposed that the presented Biodiversity Report 2024-2025 is published as part of the Council's statutory duty to report on its Biodiversity Duty.
- 2.6 As this is a statutory requirement there is no alternative to publishing a report. However, there is a minimum legal requirement regarding the content of the report, and the recommended report contains a lot of optional additional information. It is considered that this should be included as it demonstrates how the Council delivers on many of its core values.
- 2.7 **Proposal (3).** After the end of the first reporting period, the end date of each subsequent reporting period must be within 5 years of the end date of the previous reporting period. It is proposed that following publication of the Biodiversity Report 2024-2025, that the Council publishes a Biodiversity Report annually. Mandatory biodiversity net gain is likely to be modified during 2026 and preparations for Local Government Reform have the potential to influence proposed actions. Also, the Council is a council that is fully engaged with biodiversity matters and should be keen to evidence this via more frequent reporting. In making this assessment other options for less frequent reporting have been considered, but have then been subsequently dismissed.

3.0 **Implications**

In writing this report and in putting forward recommendations, officers have considered the following implications: Data Protection; Digital & Cyber Security; Equality & Diversity; Financial; Human Resources; Human Rights; Legal; Safeguarding & Sustainability and where appropriate they have made reference to these implications and added suitable expert comment where appropriate.

Implications Considered			
Yes – relevant and included / NA – not applicable			
Financial	Yes	Equality & Diversity	N/A
Human Resources	N/A	Human Rights	N/A
Legal	Yes	Data Protection	N/A
Digital & Cyber Security	N/A	Safeguarding	N/A
Sustainability	N/A	Crime & Disorder	N/A
LGR	Yes	Tenant Consultation	N/A

Financial – FIN25-26/3719

3.1 No financial implications have been identified.

Legal

3.2 The recommendations are proposed to enable the Council to meet its legal obligations in respect of reporting on its Biodiversity Duty.

Local Government Reform

3.3 Local Government Reform will have taken place on April 1st 2028. This has influenced the decision to recommend annual reporting. Annual reporting has the potential to assist with ensuring that the actions and values for biodiversity currently embedded within the Council are hopefully carried forward into the new Unitary Authority that Newark and Sherwood District will become part of.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

Newark and Sherwood District Council 'Biodiversity Report – First Consideration' approved by Cabinet on 04 June 2024.

Appendix A: Proposed Newark and Sherwood District Council Biodiversity Strategy

Theme	Item	Current state	Proposed Future actions	Proposed Monitoring
Council Strategies	Community Plan 2023-2027_Revised April 2025	<p>Biodiversity matters are encompassed within Ambition 6 of the Community Plan; <i>“AMBITION 6 Reduce the impact of climate change and protect and enhance green spaces”</i>.</p> <p><i>“Deliver the Council’s Tree Strategy, enabling the exploration of options to develop new community woodland and wildlife spaces and support the improvement of air quality”</i></p> <p><i>“Play an active role in biodiversity net gain for the district, including the potential to own our own biodiversity offset sites, as well as looking at how our own developments can contribute.”</i></p> <p><i>“Explore coordinating and enhancing open space, including biodiversity and sports provision in the south of Newark. Including by developing plans and costed proposals for the Middle Beck Green Basin”</i></p> <p><i>“Develop a new Local Plan for Newark & Sherwood, promoting action to tackle climate change through sustainable design policies, protecting existing open space and securing new open space as part of development and securing biodiversity improvements through appropriate policies and projects.”</i></p> <p>To date the Council has been proactive in addressing these biodiversity related parts of Ambition 6; the following are key examples:</p> <ul style="list-style-type: none"> • It has developed an Ecology Team (two officers) within the Planning Development Team (which is also partially incorporated in the Planning Policy Team); • Two BNG specific documents have been approved and implemented; • Ecology officers have been proactively engaged with emerging commercial habitat banks in the District; • Following a comprehensive review of the Council’s land holding, Cabinet approval has been granted to develop 5 land parcels for the purpose of biodiversity net gain to principally support the Council’s own development proposals; • Officers have proactively engaged with the development of the Nottinghamshire and Nottingham Local Nature Recovery Strategy (LNRS) which was published in November 2025 and the Biodiversity Net Gain Framework for Nottinghamshire and Nottingham; • Environmental Services Officers have planted or supported the planting of over 30ha of trees through the Trees for Climate scheme, given away over 2,000 trees to residents through our annual free tree giveaway and financially supported the creation of 2 new woodlands (Little Carlton and Thorney Abbey), where around 14,000 new trees have been planted in return for 30% of the carbon credits; and • Declared a ‘Motion for the Ocean’ to champion good stewardship by the relevant authorities of the River Trent and its tributaries. 	<p>Continue to stimulate and where feasible, support the development of Biodiversity Gain Sites (Habitat Banks) within the District and publish a local register of such sites and record the delivery of BNG within the District, both on and off site.</p> <p>Continue current ongoing engagement with the implementation and future development of the Nottinghamshire Local Nature Recovery Strategy, and the Biodiversity Net Gain Framework for Nottinghamshire and Nottingham.</p> <p>Establish operating Habitat Banks on the five land parcels approved by Cabinet to be used for that purpose.</p> <p>Reporting against the United Nations Sustainable Development Goals provides a potential opportunity to monitor some aspects of how well the Council is meeting its biodiversity duty, along with other measures that have wider environmental benefits. Therefore, a proposed action is to consider inclusion of reporting against the United Nations Sustainable Development Goals as part of the Council’s wider corporate recording functions.</p>	<p>Via:</p> <p>(i) Existing ongoing quarterly reporting structure for the Community Plan.</p> <p>(ii) Annual statutory Biodiversity Report</p>

Theme	Item	Current state	Proposed Future actions	Proposed Monitoring
	Climate Emergency Declaration – “Greening Newark and Sherwood Action Plan”	Item 11 Biodiversity of the Greening Newark and Sherwood Action Plan states: <i>“Promote opportunities for biodiversity net gains where appropriate within the planning system and process”.</i>	Covered by actions relating to planning policy.	Covered elsewhere
	Green Infrastructure Strategy for Newark and Sherwood (2010)	The objective of the Green Infrastructure Strategy was to provide a reference document that would then <i>“...form the basis for conserving, enhancing and extending the green infrastructure of the District and provide an evidence baseline for incorporating into the Draft Core Strategy. This would then be an integral element of planning for the sustainable development of the District”.</i> Because biodiversity is an inherent, integral aspect of green infrastructure this formed a key document for informing the development of local planning policies with regards to biodiversity matters.	Fifteen years on it is still of relevance, but should be considered for review given the many changes that have inevitably taken place in the intervening period. If a review is considered necessary, the timing should align with the next round of plan making as discussed below.	To align with the agreed timescales for the next round of plan making.
Planning Policy	Amended Allocations & Development Management Plan Document (AADMDPD)	Currently under review and at an advanced stage of independent examination following submission to the Secretary of State for Levelling Up, Housing and Communities, whereby consultation has been carried out on a range of ‘main modifications’ to the submitted DPD. The protection and enhancement of biodiversity within the District forms a key theme through the Plan policies, but with the focal point being Policy DM7 Biodiversity and Green Infrastructure which considers the designated sites network, priority habitats at national and local level, protected and priority species, measurable biodiversity net gain and the green infrastructure that contains the varied habitats needed to support species.	Because the AADMPDP is at an advanced stage of review there is little scope for any significant amendment.	Not applicable

Theme	Item	Current state	Proposed Future actions	Proposed Monitoring
Planning Policy	Amended Core Strategy Development Plan Document (ACSDPD)	<p>Adopted in March 2019 the Amended Core Strategy sets out the main issues that the Council and its associated partners need to address and sets out a Vision and series of Objectives and associated Policies to deliver these. Like the AADMPDP, the protection and enhancement of biodiversity is a key theme.</p> <p>The Vision includes the statement: <i>“The natural environment will be safeguarded and enhanced, green infrastructure will be strengthened, new green and woodland spaces will increase ecology, biodiversity and nature conservation, providing a resource for local people and encouraging personal wellbeing and health.”</i></p> <p>This vision is then translated into the following objective, <i>“To protect and enhance the built and natural environment, heritage, biodiversity and landscape, giving additional protection to those areas and buildings of recognised importance.”</i></p> <p>Like the AADMPDP, protection and enhancement of biodiversity features in many of the policies but Core Policy 12 Biodiversity and Green Infrastructure forms the focus.</p>	<p>The next round of plan making will provide an opportunity to review and if necessary, amend/update how biodiversity should be considered in local policy.</p> <p>The objective of Mandatory Biodiversity Net Gain (BNG) was to ensure that development proposals do not result in a measurable net loss of biodiversity but provide a minimum net gain of at least 10%. It is now two years since mandatory BNG came into force and alongside other proposed planning reforms Government is considering how this is working.</p> <p>The Biodiversity Net Gain Framework for Nottinghamshire and Nottingham has an aspiration for more than the mandatory minimum 10% BNG to be delivered by developments – an aspiration shared by some Council members. However, the draft National Planning Policy Framework (NPPF) currently under consultation states that <i>“Although development proposals may incorporate biodiversity enhancements which exceed the statutory objective for biodiversity net gain, this should only be a requirement where it is set out in up-to-date development plan policies for specific site allocations. Decision makers should not give weight to other development plan policies which require biodiversity gains which go beyond the statutory framework, including for development proposals which are exempt.”</i>. Opportunities for securing more than the mandatory minimum 10% net gain are therefore likely to be very limited in in the next round of plan-making.</p> <p>However, biodiversity net gain is not a panacea for biodiversity issues within the District and it has its strengths and weaknesses. It is habitat based and acts as a proxy for species and there is a risk of opportunities for innovative habitat creation/enhancement schemes being lost if they don’t fall into the ‘box’ structure of the statutory Biodiversity Metric used to calculate net gain. Until recently a Biodiversity Supplementary Planning Document (SPD) would have been the obvious vehicle to ensure delivery of biodiversity enhancements falling outside the scope of mandatory BNG, but current national planning reforms will see SPDs phased out. Consequently, the most appropriate mechanism for securing these wider biodiversity benefits within the development process will be inclusion of biodiversity within a Design Code and the development of such a code will potentially form part of the next round of plan making.</p>	To align with agreed timescales for the next round of plan making.
	Supporting studies	<p>Other strategies undertaken as part of the Local Development Framework which have consideration of biodiversity matters, or which provide important evidence bases for future decision-making regarding biodiversity matters include:</p> <ul style="list-style-type: none"> • Strategic Flood Risk Assessments • Newark & Sherwood Water Cycle Study • Habitats Regulations Assessments 	To review and update where appropriate as part of the next round of plan making.	To align with agreed timescales for the next round of plan making.

Theme	Item	Current state	Proposed Future actions	Proposed Monitoring
	Local Wildlife Sites System	<p>Sites within the National Site Network (i.e., Special Conservation Areas (SCA), Special Protection Areas (SPA) and Sites of Special Scientific Interest (SSSI)) are afforded legal protection that extends to the way they can and cannot be managed. In contrast the next tier of nature conservation designation Local Sites (which in Nottinghamshire are Local Wildlife Sites) is non-statutory, and whilst they are a material consideration in the planning processes, the designation infers no management obligation on the owners of such sites.</p> <p>Within Nottinghamshire the system is managed by the Nottinghamshire Biological and Geological Records Centre (NBGRC) with the Council providing funding for its district via an annual service level agreement (SLA) payment. Whilst the annual information received by the Council demonstrates that a rolling re-survey of the LWS in the district is being undertaken, there is no evidence of proactive engagement with LWS owners promoting sympathetic management of their sites. This runs the risk of the process simply recording decline on some sites and potential opportunities to establish favourable management of LWS being missed.</p>	<p>The evolution of the management regime for the LWS system within Nottinghamshire mirrors similar practice across much of the country (i.e., a single system operating on a county basis). This evolved at a time when the Council had no in-house ecological expertise, this situation has now changed, and the Council has two experienced in-house ecologists supporting the Planning Development and Planning Policy teams. The current and future level of expertise within this team provides an opportunity to support operation of the LWS within our District, particularly in respect of the all-important engagement with LWS owners and increasing the number of sites surveyed each year. It is therefore proposed that a proposal for NSDC's ecologists to have a direct supporting involvement with the LWS system is discussed with NBGRC and subsequently implemented.</p>	<p>Quarterly internal review of progress of agreed actions</p>
Planning Services	Planning Applications	<p>Planning services deal with many different types of development proposals. Implementation of policies DM7 and Core Policy 12 ensure due consideration is given to protected sites, protected species, and priority habitats and species, in the planning decision process.</p>	<p>Continue to consider effects on biodiversity in relation to adopted planning policies during the determination process.</p>	<p>Existing line-management system.</p>
	Biodiversity Net Gain	<p>Preparations for readiness for mandatory BNG have been outlined above (Community Plan).</p>	<p>As detailed in the Community Plan future actions section.</p>	<p>6-weekly internal review of progress of agreed actions</p>
	In-house expertise	<p>The Council appointed its first in-house ecologist in 2023. Whilst the primary driver for creation of this post was getting ready for, and subsequently managing mandatory biodiversity net gain, the advantages of having this in-house expertise has been acknowledged across many aspects of the Council's work. This has led to further expansion of the Ecology Team to two full time officers.</p>	<p>Having expanded the team to two full time officers, it is evident that the workload will continue to increase as monitoring of 'on-site' BNG starts following completion of approved developments. It is therefore proposed that a feasibility assessment for the creation of a third permanent post to support the current Biodiversity and Ecology Lead Officer will be undertaken. The intention will be to maximise funding of the post through charged services and review of existing ecological work contracted out</p>	<p>6-weekly internal review of progress of agreed actions</p>
Environmental Services	Land Management	<p>The Council owns land, or manages land on behalf of others, across a diverse portfolio of land types, ranging from Birklands and Bilhaugh Special Area of Conservation (and Site of Special Scientific Interest) which is of international nature conservation importance for its old acidic woodland and which supports a rich invertebrate fauna, to areas of species-poor regularly mown amenity grassland which are of low biodiversity value.</p> <p>Management of key sites like the SSSI and other important nature reserves are guided by management plans.</p> <p>As part of its work associated with biodiversity net gain, the Council has started an initial audit of land within its management control to see where there might be opportunities to create biodiversity net gain.</p>	<p>To use the results of the initial audit of land within the Council's management control to not only highlight opportunities for specific biodiversity net gain, but to highlight areas where other management options would have the potential to provide biodiversity benefits, like specific actions to benefit specific species or species groups.</p>	<p>6-monthly internal review of progress of agreed actions</p>

Theme	Item	Current state	Proposed Future actions	Proposed Monitoring
Housing Maintenance and Asset Management	Housing Stock Management	The Council has a large housing stock. Management of this resource includes general maintenance, repairs and refurbishment. Where such work falls outside the requirement for planning permission, there is the potential for adverse impacts on protected species like bats and their roosts, and nesting birds like swallow, swift and house martin. In these circumstances ensuring there are no negative effects on biodiversity is dependent on awareness of these potential impacts.	<p>Ensuring there are no negative impacts on biodiversity where work is subject to planning permission will continue to be achieved via planning services as part of the application validation and determination process.</p> <p>For all other works a series of 'information sheets' to be produced to raise awareness of biodiversity issues for the Council's housing stock maintenance staff and appointed sub-contractors.</p>	6-monthly internal review of progress of agreed actions
Corporate Property	Asset Management	Management of this resource includes general maintenance, repairs and refurbishment. Where such work falls outside the requirement for planning permission, there is the potential for adverse impacts on protected species like bats and their roosts, and nesting birds like swallow, swift and house martin. In these circumstances ensuring there are no negative effects on biodiversity is dependent on awareness of these potential impacts.	<p>Ensuring there are no negative impacts on biodiversity where work is subject to planning permission will continue to be achieved via planning services as part of the application validation and determination process.</p> <p>For all other works a series of 'information sheets' to be produced to raise awareness of biodiversity issues for the Council's housing stock maintenance staff and appointed sub-contractors.</p> <p>To publish a guidance note concerning the provision of bat and bird boxes within developments as required by the National Planning Policy Framework.</p>	6-monthly internal review of progress of agreed actions

Theme	Item	Current state	Proposed Future actions	Proposed Monitoring
Collective	Working with Partner Organisations	<p>The Council has long-standing collaborative working relationships concerning biodiversity matters with a wide range of partner organisations. This encompasses charitable organisations like the Nottinghamshire Wildlife Trust, private estates like Thoresby Estate and many others.</p> <p>The Council's Park Rangers and development officer provide a range of activities enabling children between the ages of 5 and 12 to experience nature in a range of settings, this year this has been supported by the creation of a new classroom space on Sconce and Devon Park.</p> <p>We have been working closely with Notts Wildlife Trust to re-naturalise Vicar Water Stream as it flows through Vicar Water Country Park as part of a wider scheme to target the tributaries of the River Maun.</p> <p>Sherwood Avenue Park in Newark was redeveloped in conjunction with Newark Town Council and opened in May 2025. The site has been developed with biodiversity in mind.</p> <p>On Sherwood Heath (SSSI) we have conducted some work targeting invasive species in conjunction with Nottinghamshire County Council and Sherwood Forest Trust.</p> <p>We have been working closely with the Woodland Trust on a Tree Equity Scheme on the Hawtonville estate. Statistical analysis conducted by the Trust highlighted that Hawtonville has one of the lowest canopy covers of the district so targeted tree planting has been conducted to help address this.</p> <p>Environmental Services officers have also been working closely with members from the REACH charity, YMCA and local residents to encourage them to look after trees and care for them in the long term.</p> <p>Over the summer members of the Environmental Services team worked with local schools, home schooling groups, highways England and local artists to transform the Farndon Road underpass to reflect our 'Motion for the Ocean' messaging.</p>	<p>To continue to work positively and collaboratively with partner organisations (examples include; meetings with Nottinghamshire biodiversity stakeholders, engagement with implementation and future development of the Nottinghamshire and Nottingham LNRS, engagement with Severn Trent and the Environment Agency re- the Motion for the Ocean), but to consider raising additional awareness through one or two high profile public engagement events per annum in conjunction with partner organisations, like hosting a Bioblitz¹ on one of the Council's managed sites, or a 'gardening for wildlife' event.</p> <p>The benefits of having accessible access to nature to the well-being of members of communities is well-documented. Local Nature Reserve status helps to highlight importance of some areas of greenspace, and provides a focal point for community involvement in terms of voluntary activities assisting with management and custodianship of these areas. There are currently 9 LNRS within the district covering 207ha but 78% of that area is formed by four large LNRS; consequently, a significant part of this resource may not be accessible to many people. Therefore, it is proposed that a review of the provision of Local Nature Reserves within the district is undertaken.</p>	6-monthly internal review of progress of agreed actions
Collective	Raising Awareness	<p>(i) There are many sections within the Council's website that raise awareness to biodiversity matters; examples are sections on Trees, Biodiversity, and Gardening for Wildlife. However, there is scope to refresh and develop further the theme of biodiversity.</p> <p>(ii) Our individual actions have the potential to impact biodiversity in both positive and negative ways, both in and outside of the working environment.</p>	<p>(i) (a) To create additional biodiversity content for the Council's website and regularly refresh content.</p> <p>(i) (b) To use the Council's website and other communication channels to provide updates on the recovery of our rivers, and signpost to opportunities and guidance that enable residents to become more ocean literate and to get involved with river and marine citizenship activities and to stop pollution at its source.</p> <p>(ii) To investigate ways of raising general awareness of biodiversity issues amongst NSDC staff</p>	6-monthly internal review of progress of agreed actions

Theme	Item	Current state	Proposed Future actions	Proposed Monitoring
<p>¹ A Bioblitz is a community event involving members of the public and local naturalists and scientists who attempt to identify as many different species of plants, animals and lower plants (i.e., fungi and mosses and liverworts) within a set location and a set time period which is normally 24 hours. The resulting biological records are then shared with the local Biological Records Centre and the site managers. They are now an established and popular way of highlighting biodiversity and engaging the public with biological recording, which forms a fundamental element of site management.</p>				

Appendix B

Biodiversity Report 2024-2025



NEWARK &
SHERWOOD
DISTRICT COUNCIL

Biodiversity Report 2024-2025

March 2026

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1.0 Newark and Sherwood District Council

- 1.1. The District of Newark occupies 651 km² and is home to approximately 123,000 people. It is the largest of the seven local authority areas within Nottinghamshire and is predominantly a rural district; it is the least densely populated local authority area out of 35 in the East Midlands. Consequently, greenspace and the biodiversity this supports is important for the people that live and work there.
- 1.2. The Council is represented by 39 elected members with one member having a portfolio holder responsibility for Climate and the Environment which encompasses biodiversity matters.
- 1.3. The Council's primary objective is to improve the quality of life of people who live and work in the District of Newark & Sherwood. It seeks to achieve its vision 'Serving People, Improving Lives' by its core values, which are to be: 'Ambitious and forward thinking', 'Caring and compassionate', 'Commercial and business-like', 'Professional and trustworthy', and 'Welcoming and responsive'. These values underpin the Council's seven Ambitions that form the heart of the Community Plan 2023-2027.
- 1.4. The Council's landownership extends to circa. 500 ha and includes significant areas of greenspace. It owns or manages four large parks; Sherwood Heath, Sconce and Devon Park, Vicar Country Park, and Newark Castle and Grounds. Sherwood Heath is a Site of Special Scientific Interest (a statutory designation) and Sconce and Devon Park and Vicar Country Park are designated Local Wildlife Sites. In addition to these designations these three sites are also Local Nature reserves and are important areas for the local community to experience the natural world.
- 1.5. Maintaining and enhancing biodiversity forms an important aspect of the Council's Environmental Services Team and sympathetic management of these sites is underpinned by the Council's Ranger Team who undertake important public engagement activities to promote the importance of biodiversity; activities like guided 'wildlife walks and practical task like making bird feeders and 'bug hotels.
- 1.6. The Council's Planning Policy team is responsible for preparing the Local Plan which contains elements within policies to ensure development proposals protect, maintain and enhance biodiversity; principally:
 - Allocations and Development Management Development Plan Document Policy DM5 Design;
 - Allocations and Development Management Development Plan Document Policy DM7 Biodiversity and Green Infrastructure; and
 - Amended Core Strategy Core Policy 12 Biodiversity and Green Infrastructure.
- 1.7. The Council's Development Management Team is responsible for assessing submitted planning applications and progressing these to either a delegated officer decision, or submission of a report and recommendation to the Council's Planning Committee for their consideration and subsequent decision.
- 1.8. Where appropriate officers consult the in-house ecology officers (The Ecology Team) for comments and advice on applications. The Ecology Team comments principally involve advice and recommendations on the following key areas:

- Is the supporting ecological information acceptable to be able to reliably inform the planning decision-making process, and if it isn't, what additional information is required;
- Are assessed impacts on ecology and biodiversity accurate;
- Are proposed mitigation and compensation measures appropriate and acceptable;
- Are proposed enhancement measures appropriate and proportionate;
- With the proposed mitigation, compensation and enhancement measures secured by appropriate planning conditions would the proposed development be compliant with relevant national and local planning policies regarding biodiversity matters; and
- To provide recommended drafts for planning conditions that are considered necessary.

1.9. Within the wider Planning Development Team there is a team of conservation officers who provide similar support to planning officers in respect of heritage matters.

1.10. A team of four planning enforcement officers form part of the wider Planning Development Team, who help to ensure that planning obligations associated with approved developments are met.

2.0 Our Biodiversity Duty

2.1. Officers prepared a report 'Biodiversity Report – First Consideration' and presented this to Cabinet on 04 June 2024 as part of the Council's statutory obligation to publish a First Consideration report. Cabinet approved the report, and it was effectively published through that process, but finalised agreed actions were not brought back to Cabinet for approval. As those agreed actions should have formed the actions against which this report should have been reporting against, this has not been possible. However, nearly all the actions that are reported within this report relate to proposed actions within the First Consideration Report, irrespective of whether they were finalised agreed actions. Therefore, it is considered that this report still demonstrates the Council's commitment to its Biodiversity Duty both in considering what that involves, and effective delivery.

2.2. Within the next Biodiversity Report, the Council will demonstrate how it has agreed finalised actions, and these will be reported on within that report.

2.3. The remainder of this report sets out various strategies, objectives and initiatives that have been undertaken as part of our obligations to actively deliver our Biodiversity Duty.

3.0 Biodiversity net gain information

How we have prepared for mandatory biodiversity net gain (BNG)

3.1. Where statutory exemptions did not apply, mandatory biodiversity net gain (BNG) came into effect on 12 February 2024 for major developments and for non-major developments on 02 April 2024. To ensure that the Council met its BNG obligations it undertook initial preparatory actions.

Securing In-House Ecological Expertise

3.2. This initially involved development of the Biodiversity and Ecology Lead Officer post and then providing full support for that expertise to enable it to grow and integrate with the Council's functions. Government financial support via its 'Biodiversity Net Gain Grant'

scheme has been fully utilised by the Council, and this funding significantly underpinned this important preparatory work.

- 3.3. During the reporting period a second post, Biodiversity and Ecology Officer, was developed and successfully recruited for. The Council now has an Ecology Team of two very experienced officers, both been recruited from the private sector and who have brought considerable depth of experience to their positions.

Software

- 3.4. Mindful that both onsite and offsite biodiversity gains will have to be delivered for a period of not less than 30 years, the Council invested in a subscription to utilise specialist software that has been developed to ease administrative burdens and facilitate management of the future monitoring of on-site BNG.

Strategic Significance

- 3.5. In the absence of a Local Nature Recovery Strategy covering the District, officers prepared an interim, evidence based, document to define how the Council considered that 'strategic significance' should be applied within Statutory Biodiversity Metric calculations supporting development proposals. This document was subsequently approved by Cabinet in February 2024 and has subsequently been used to inform and guide BNG assessments within the District.

Significant On-Site Enhancement

- 3.6. Specific criteria to determine what constitutes 'significant on-site enhancement' is absent both within the relevant legislation and Government guidance. Consequently, officers prepared a document defining what the Council considered 'significant on-site enhancement' should be. The document was subsequently approved by Cabinet in February 2024 and has, and continues, to underpin decisions on development proposals, ensuring that proposed on-site gains are secured via relevant planning conditions.

Local Validation Checklist

- 3.7. We have added a specific section to our Local Validation Checklist to ensure that in addition to the statutory minimum requirements for information relating to mandatory biodiversity net gain, sufficient information is provided with development proposals, to ensure that fully informed planning decisions are made.

Fees and Charges

- 3.8. We have developed specific fees and charges to assist with ensuring sufficient resources are available to enable us to deliver our statutory duties regarding mandatory BNG and to also provide help and support for developers and landowners. These specifically cover the following services:

- Pre-application advice regarding BNG matters;
- Advice for landowners developing potential Habitat Banks; and
- Monitoring delivery of 'significant on-site enhancement'.

How we have ensured proper application of mandatory biodiversity net gain in our Development Management functions.

Development Management Process

- 3.9. The functions of the ecology officers have been set out in Paragraph 1.8. For all planning applications that are not exempt from mandatory BNG this has involved:
- Assessing and supporting the Planning Development Team's Technical Support Officers regarding validation of submitted applications;
 - Analysing BNG assessments for accuracy and realistic delivery;
 - Providing recommended planning conditions to secure on-site BNG; and
 - Advising on appropriate fees for monitoring agreed on-site BNG for 30 years to then be secured via an appropriate legal agreement.

Approved Biodiversity Gain Plans

- 3.10. Although this reporting period covers nearly 23 months since mandatory BNG came into force, within this period no approved applications have subsequently progressed to the point of discharging their deemed biodiversity gain condition. This is likely a reflection of the time between validation and approval of applications, the fact that approved applications have three years to implement their approval, and some approved developments are never implemented.
- 3.11. However, officers are aware of three applications that have commenced development within the reporting period having failed get approval of their Biodiversity Gain Plans. This is of concern, and replicates what other officers in other local authority areas have also experienced. A factor considered likely to increase the likelihood of this occurring is the fact that Government guidance is that the deemed biodiversity gain condition should not be included within the list of conditions on a planning decision notice, but be provided as an informative note on the notice amongst other notes. Officers consider that this then fails to convey the importance of the note and need to discharge the condition, it effectively gets lost. In response to this, the format of the Council's decision notices has been amended to provide the note at the start of the notice immediately before the list of conditions, thereby continuing to follow Government guidance by not including it in the list conditions, but bringing it to the immediate attention of the reader.
- 3.12. Because of concerns regarding failures to discharge the deemed condition prior to commencement of approved developments, it is the intention to report on this matter in the next, and future, Biodiversity Reports.

How we plan to meet our BNG obligations in the next reporting period

Proposed Actions

- 3.13. Officers will continue to implement the functions and actions outlined above.

Recording

- 3.14. In the anticipation that Biodiversity Gain Plans will be approved in the next reporting period the following information will be recorded:
- The number of biodiversity gain plans approved
 - The split between on-site and off-site gains and statutory credits

- The net gain in number of units and average percentage gain across approved biodiversity gain plans
- The number of and net change in biodiversity units and area split by habitat type, for example, grassland
- The number of approved biodiversity gain plans that impact on irreplaceable habitat
- The location and number of approved offsite biodiversity units
- The results of monitoring activity at a habitat level

Anticipated Future Biodiversity Gains

3.15. Because discharge of the Biodiversity Gain Plan is a post-approval but pre-commencement deemed condition, and approved developments have up to 3 years before they have to start to maintain their approval, the items listed above for recording will not show biodiversity gains that are likely to be delivered following grant of permission. Therefore, it is proposed that the details set out in the table below will also be monitored and reported.

Planning Applications subject to mandatory BNG determined between 12 February 2024 and 31 December 2025		
Item	Major Developments	Non-major Developments
Total Number Approved		
Total Number of Biodiversity Gain Plans Approved		
Number of approved developments that have commenced without an approved Biodiversity Gain Plan		
BNG Assessment will require final amendments post approval before discharge of the BGP		
BNG Assessment accurate and approved at determination.		
BNG likely to be delivered entirely on-site		
BNG likely to be delivered part on-site and part off-site.		
BNG likely to be delivered entirely off-site		
Statutory Biodiversity Credits likely to be used for part or all the offsite requirement.		
Significant on-site enhancements and have been		

Planning Applications subject to mandatory BNG determined between 12 February 2024 and 31 December 2025		
Item	Major Developments	Non-major Developments
secured via a planning obligation.		
Likely approximate total Habitat Unit gain		
Likely approximate Hedgerow Unit gain		
Likely Watercourse Unit gain		

Reporting Frequency

- 3.16. Local Government Reform will occur during the 5-year period following this reporting period. This invariably has the potential to impact on our future actions. Following the Governments consultation on BNG during 2025, change to the mandatory BNG process are anticipated. For these reasons a shorter reporting interval is considered appropriate. Consequently, our next reporting period will be between 01 January 2026-31 December 2026, and we will report annually thereafter.
- 3.17. Annual reporting provides an opportunity to showcase the Council’s commitment to delivering BNG within the District.

How we have supported the development of a local BNG market

- 3.18. One element of Ambition 6 of the Council’s Community Action Plan is to “To play an active role in biodiversity net gain for the district, including the potential to own our own biodiversity offset sites, as well as looking at how our own developments can contribute.”
- 3.19. The Council undertook a ‘call for sites – expressions of interest’ exercise in the spring of 2024 to raise awareness of the need for commercial ‘habitat banks’ within the district.
- 3.20. Officers have spoken at two ‘local farmers’ groups to raise awareness of potential opportunities for diversification into commercial ‘habitat banking’.
- 3.21. Subsequently, officers have continued to respond to and work with landowners expressing an interest in developing a ‘habitat bank’.
- 3.22. At the end of the reporting period two emerging habitat banks were sufficiently advanced in their plans to be likely to begin to operate early in 2026. Progress on this matter will be provided in the next Biodiversity Report for 2026.

How we have considered use of our own land as a biodiversity gain site

- 3.23. In September 2025 Cabinet approved the use of 11.36 ha of Council owned land for the purpose of creating Habitat Banks to primarily provide offsite biodiversity units for its own developments. Cabinet also approved a budget allocation to support the initial development of this land. Progress on this matter will be provided in the next Biodiversity Report for 2026.

3.24. Proposals are currently being worked up and progress will be reported in the next Biodiversity Duty Report for the Year 2026.

Other actions we have taken to facilitate biodiversity net gain

In-house Training

3.25. Officers have:

- Provided in-house training for colleagues and members; and
- Prepared Technical Information Notes for colleagues covering topics like validation, decision notice informative notes and BNG planning conditions and legal agreements.

Ecologists Forum

3.26. Officers organised an Ecologists Forum in February 2025 to which ecologists known to work within the District and other partner groups like neighbouring Local Planning Authority Ecologists and Nottinghamshire Wildlife Trust were invited to attend.

3.27. This was attended by 34 ecologists working in the private sector and 35 partners and internal work colleagues. The objective of the day was to promote good practice in ecological assessments by sharing experiences from the perspective of the local planning authority ecologists reviewing assessments, and the professional ecologists who prepare them.

3.28. The forum provided an opportunity to demonstrate the Council's commitment to ensure effective delivery of BNG within the District and to assist and support the important work undertaken by professional ecologists.

3.29. The event was very successful and represented a unique approach being taken by the Council. Therefore, it is being repeated in 2026 and will be reported in the next Biodiversity Report.

4.0 How we have considered other strategies

The Nottinghamshire and Nottingham Local Nature Recovery Strategy

4.1. NSDC has played an active role as a supporting authority to Nottingham County Council as it fulfilled its role as the 'responsible authority' to produce the Nottinghamshire and Nottingham Local Nature Recovery Strategy. This involved engagement in workshops, commenting on drafts, providing constructive suggestions and finally providing Cabinet endorsement of the LNRS which was then published on 10 November 2025.

5.0 How we have raised awareness and educated the community

5.1. During the reporting period the Council's Environmental Services team have undertaken many public engagement activities like guided wildlife walks and 'bee bomb' making and meet the Ranger sessions where nature-based activities were provided. This year this has been supported by the creation of a new classroom space on Sconce and Devon Park.

5.2. Also, via its website, the Council has provided directions to other nature-based activities and to other organisations which promote biodiversity and nature conservation awareness.

- 5.3. In Hawtonville Environmental Services have been working closely with the Woodland Trust on a Tree Equity Scheme. Statistical analysis conducted by the Trust highlighted that Hawtonville has one of the lowest canopy covers of the district so targeted tree planting has been conducted to help address this. We have also been working closely with members from the REACH charity, YMCA and local residents to encourage them to look after trees and care for them in the long term.
- 5.4. Over the summer members of the Environmental Services team worked with local schools, home schooling groups, highways England and local artists to transform the Farndon Road underpass to reflect our 'Motion for the Ocean' messaging.

Forward Plan

For the Period February 2026 - May 2026



What is the Plan?

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

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

What is a Key Decision?

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

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

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

Exempt Information

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

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

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

Decision to be taken / Report title and Summary	Decision maker	Date Decision to be taken	Responsible Portfolio Holder	Responsible Officer	Exempt y/n and Grounds for exemption	Date decision can be implemented
2026/27 Proposed General Fund Revenue Budget	Cabinet	24 Feb 2026	Leader - Portfolio Holder Strategy, Performance & Finance	Nick Wilson, Business Manager- Financial Services Nick.Wilson@newark-sherwooddc.gov.uk	Open	
General Fund Capital Programme 2026/27 to 2029/30	Cabinet	24 Feb 2026	Leader - Portfolio Holder Strategy, Performance & Finance	Nick Wilson, Business Manager- Financial Services Nick.Wilson@newark-sherwooddc.gov.uk	Part exempt	
2026/27 to 2029/30 Medium Term Financial Plan	Cabinet	24 Feb 2026	Leader - Portfolio Holder Strategy, Performance & Finance	Nick Wilson, Business Manager- Financial Services Nick.Wilson@newark-sherwooddc.gov.uk	Open	
Day Policy Statement 2026/27	Cabinet	24 Feb 2026	Leader - Portfolio Holder Strategy, Performance & Finance	Sarah Lawrie, Business Manager - HR and Training sarah.lawrie@newark-sherwooddc.gov.uk	Open	
Newark Town Centre Master	Cabinet	24 Feb 2026	Portfolio Holder -	Matthew Tubb, Senior	Open	

Decision to be taken / Report title and Summary	Decision Maker	Date Decision to be taken	Responsible Portfolio Holder	Responsible Officer	Exempt y/n and Grounds for exemption	Date decision can be implemented
Plan and Design Code			Sustainable Economic Development	Planning Policy Officer matthew.tubb@newark-sherwooddc.gov.uk, Neil Cuttell, Business Manager- Economic Growth & Visitor Economy Neil.Cuttell@newark-sherwooddc.gov.uk		
Local Regeneration Fund - Newark Projects Update	Cabinet	24 Feb 2026	Portfolio Holder - Sustainable Economic Development	Neil Cuttell, Business Manager- Economic Growth & Visitor Economy Neil.Cuttell@newark-sherwooddc.gov.uk	Open	
Planning Reforms	Cabinet	24 Feb 2026	Portfolio Holder - Sustainable Economic Development	Matthew Norton, Business Manager - Planning Policy and Infrastructure matthew.norton@newark-sherwooddc.gov.uk	Open	
Newark & Sherwood Local Plan - Commencement of Plan	Cabinet	24 Feb 2026	Portfolio Holder - Sustainable Economic	Matthew Norton, Business Manager -	Open	

Decision to be taken / Report title and Summary	Decision Maker	Date Decision to be taken	Responsible Portfolio Holder	Responsible Officer	Exempt y/n and Grounds for exemption	Date decision can be implemented
Making			Development	Planning Policy and Infrastructure matthew.norton@newark-sherwooddc.gov.uk		
Adoption of Public Open Space Fernwood	Cabinet	24 Feb 2026	Portfolio Holder - Climate and the Environment	Matt Lamb, Director - Planning and Growth Matt.Lamb@newark-sherwooddc.gov.uk	Part exempt	
UK Town of Culture - Newark and Sherwood Applications	Cabinet	24 Feb 2026	Deputy Leader and Portfolio Holder - Heritage, Culture & the Arts	Carys Coulton-Jones, Business Manager- Heritage, Culture and Visitors Carys.Coulton-Jones@newark-sherwooddc.gov.uk	Open	
Agenda Page 109 Llatham Court Partnership Hub	Cabinet	24 Mar 2026	Portfolio Holder - Housing	Julie Davidson, Business Manager- Housing and Estates Julie.Davidson@newark-sherwooddc.gov.uk	Open	
Agenda Page 109 Allerton and Clipstone Regeneration Scheme Updates	Cabinet	24 Mar 2026	Portfolio Holder - Sustainable Economic Development	Matt Lamb, Director - Planning and Growth Matt.Lamb@newark-	Open	

Decision to be taken / Report title and Summary	Decision Maker	Date Decision to be taken	Responsible Portfolio Holder	Responsible Officer	Exempt y/n and Grounds for exemption	Date decision can be implemented
				sherwooddc.gov.uk		
Biodiversity Strategy and Report	Cabinet	24 Mar 2026	Portfolio Holder - Climate and the Environment	Matthew Norton, Business Manager - Planning Policy and Infrastructure matthew.norton@newark-sherwooddc.gov.uk	Open	
Introduction of Pilot Food Waste Collections	Cabinet	24 Mar 2026	Portfolio Holder - Climate and the Environment	Ryan Oliff, Waste & Recycling Manager - Environmental Services ryan.oliff@newark-sherwooddc.gov.uk	Part exempt	
Renters Rights Act - Enforcement Policy and Charging Matrix	Cabinet	21 Apr 2026	Portfolio Holder - Housing	Jenny Walker, Business Manager- Public Protection jenny.walker@newark-sherwooddc.gov.uk	Open	

NEWARK AND SHERWOOD DISTRICT COUNCIL

Minutes of the Meeting of **Cabinet** held in the Civic Suite, Castle House, Great North Road, Newark, NG24 1BY on Tuesday, 20 January 2026 at 6.00 pm.

PRESENT: Councillor P Peacock (Chair)

Councillor R Cozens, Councillor S Crosby, Councillor L Brazier,
Councillor C Penny, Councillor P Taylor and Councillor J Kellas

ALSO IN ATTENDANCE: Councillor N Allen, Councillor J Hall, Councillor S Haynes, Councillor R Holloway, Councillor S Michael, Councillor P Rainbow and Councillor K Roberts

APOLOGIES FOR ABSENCE: Councillor S Forde

337 NOTIFICATION TO THOSE PRESENT THAT THE MEETING WILL BE RECORDED AND STREAMED ONLINE

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

338 DECLARATIONS OF INTEREST FROM MEMBERS AND OFFICERS

Sanjiv Kohli - Director - Resources and Deputy Chief Executive declared an interest in Agenda Item No. 8 - Arkwood Loan Facility, as a Director of Arkwood Developments.

339 MINUTES FROM THE PREVIOUS MEETING HELD ON 9 DECEMBER 2025

The minutes from the meeting held on 9 December 2025 were agreed as a correct record and signed by the Chair.

340 CHAIR'S UPDATE

There was no Chair's update, however the Cabinet paid tribute to former Councillor Laurence Goff who had passed away the previous week.

341 CORPORATE PEER CHALLENGE PROGRESS REVIEW OUTCOME

The Business Manager - Transformation & Service Improvement introduced a report which presented the findings of the Local Government Association (LGA) Corporate Peer Challenge following the progress review return visit by the Peer Challenge Team from 11 to 12 December 2025.

The Team met selected groups of officers for discussions on the Council's progress against the original recommendations from their initial visit in October 2024. The full findings of the Progress Review were set out in Appendix C to the report. The report again highlighted several strengths while also encouraging the Council to continue making improvements.

AGREED (unanimously) that Cabinet review and note the Peer Team's feedback and associated appendices of the report.

Reasons for Decision:

The Peer Team's feedback offers an independent view of how the Council is performing including areas where it can strengthen its approach. Reflecting on this feedback helps ensure the Council continues to improve, stays focused on delivering for residents and remains aligned to its strategic priorities.

Options Considered:

Not applicable.

342 COUNCIL TAX SUPPORT FOR TERMINALLY ILL RESIDENTS

The Business Manager - Financial Services presented a report which recommended the establishment of a discretionary Council Tax Relief Scheme to support households facing the hardship of living with a terminally ill family member.

Four options for such a scheme were presented to the Policy & Performance Improvement Committee at their meeting held on 1 December 2025. The Committee endorsed and recommended option 3 to the Cabinet which was to develop a scheme to provide 100% council tax relief to all households who were in receipt of relief through the local council tax relief scheme (LCTR) within Newark & Sherwood District impacted by having a relative living in the household who had been diagnosed as receiving end of life care. This option aligned with the recommendation of the Marie Curie charity and was estimated to cost between £33,005 and £49,507 per year and it was recommended that the budget for 2026/27 be set at £50,000.

The Cabinet welcomed the report and were hopeful that this would act as a catalyst for other local authorities to adopt similar schemes. It was requested that an update on the implementation of the scheme be brought to the Policy & Performance Improvement Committee and Cabinet as appropriate.

AGREED (unanimously) that Cabinet approve:

- a) Option 3 as detailed in paragraph 2.4.3 of the report; and
- b) the Discretionary Council Tax Relief Scheme to support households facing the hardship of living with a terminally ill family member, as set out at Appendix A to the report.

Reasons for Decision:

The recommended option supports the recommendation of Marie Curie to develop schemes to provide support to households on a low income that include someone living with a terminal illness. The recommended option is affordable to the Council, as identified in the report and the financial implications.

The recommended option aligns to Ambition 3 in the Community Plan to 'Improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy'.

Options Considered:

Option 1 - 100% council tax relief to all households within the district impacted by having a relative living in the household who has been diagnosed as receiving end-of-life care.

Option 2 - 100% council tax relief to all households within the district impacted by having a relative who has been diagnosed as receiving end-of-life care. This would be provided irrespective of where the individual who has been diagnosed lives.

Option 3 - 100% council tax relief to all households who are in receipt of relief through the local council tax relief scheme (LCTR) within the district impacted by having a relative living in the household who has been diagnosed as receiving end-of-life care.

Option 4 - Develop a scheme to provide 100% council tax relief to all households who are in receipt of relief through the local council tax relief scheme (LCTR) within the district where the council tax liable party, subject to the LCTR claim, has been diagnosed as receiving end-of-life care.

343 ARKWOOD LOAN FACILITY AGREEMENT (KEY DECISION)

The Business Manager - Financial Services presented a report which provided an update on the current credit facility with Arkwood Developments Ltd. and sought approval to extend the loan cap to accommodate the company's current development programme. It was noted that there was an exempt report which contained commercially sensitive information which had been redacted from the open version.

In order to accommodate the current developments progressing, there was a need to increase the maximum permitted facility. Currently the maximum amount that could be loaned to the company was £11,408,071. Based on Arkwood's forecast Medium Term Financial Plan, they were expecting a spike in borrowing requirement which was forecast to be in excess of the current facility cap over the next half year. There was a need to increase the current cap to a proposed £25m. The £25m included head room of £3.787m against the current forecast maximum point, meaning should sales receipts not materialise, or earlier than expected spend occur, there was sufficient head room within the agreement to accommodate the additional borrowing requirement.

The Cabinet considered the risks around increasing the loan facility but these were mitigated by way of a debenture on all assets of the company and performance will be continued to be monitored by the Executive Shareholder Committee.

AGREED (unanimously) that Cabinet approve:

- a) the additional £13,591,929 to be added to the Capital programme, making a total capital budget of £25m;
- b) the variation to the Facility Agreement to accommodate the power to vary the agreement and the extension to the cap on the facility from £12m to £25m; and

- c) subject to the subsidy control advice, to delegate responsibility to the Portfolio Holder for Strategy, Performance & Finance to amend the Facility Agreement to ensure the agreement remains subsidy control compliant.

Reasons for Decision:

To ensure that the Council's wholly owned company are able to meet their contractual commitments and complete the existing developments. This aligns with Ambition two within the Council's Community Plan ensuring which has a specific action relating to 'Develop new homes for open market sale or rent through Arkwood Developments Ltd'.

Options Considered:

Should the recommendation not be approved, this would impact on Arkwood's ability to be able to progress the sites they are contractually obliged to complete and would force the company to seek external finance.

344 THE MANAGEMENT AND OPERATION OF THE COUNCIL'S LEISURE FACILITIES UNDER AN AGENCY MODEL (KEY DECISION)

The Senior Accountant presented a report which sought approval for moving to an agency model of delivery for leisure services by Active 4 Today Ltd (A4T). The current contractual arrangements with A4T reflected a long-established and widely adopted model for leisure outsourcing within local authorities which was considered the most VAT-efficient at the time.

Following consultation with our tax advisors and legal specialists it was being proposed to amend the existing Leisure Management Agreement between the Council and A4T. The proposed restructure would designate the Council as the 'Principal' in the agreement, with A4T acting as 'Agent' on its behalf. This change would mean that income generated by the leisure centres would be treated as income belonging to the Council and therefore included in the Council's VAT returns. As a result, VAT that was previously irrecoverable (in the region of £236,000) could now be recovered going forward. The Council would, in turn, pay a management fee to A4T to cover the costs of operating the services.

AGREED (unanimously) that Cabinet:

- a) approve a change to the Leisure Management Agreement between Newark & Sherwood District Council and Active 4 Today such that the company becomes an 'Agent' of the Council in the delivery of Leisure Services; and
- b) delegated authority be given to the Deputy Chief Executive, Director of Resources and S151 Officer to vary the existing contract to an Agency Model arrangement and enter into all necessary agreements to implement the proposals.

Reasons for Decision:

This opportunity follows the successful litigation taken by Chelmsford City Council (and others) "the Chelmsford ruling"). The ruling confirmed as being non-business all supplies of local authority leisure services that were previously taxable (liable to VAT at the zero rate, reduced or standard rate) or VAT exempt are now non-business.

Options Considered:

That the Council would continue under the existing contract with Active 4 Today acting as Principal and therefore would continue to incur irrecoverable VAT.

345 EQUALITY, EQUITY, DIVERSITY AND INCLUSION STRATEGY - REVIEW AND REVISED STRATEGY

The Business Manager - Transformation & Service Improvement presented a report which provided the Cabinet with an update following a review of the Equality, Equity, Diversity and Inclusion Strategy and sought approval for the revised Strategy. The last strategy covered the period for 2021-23 and the revised strategy was attached as Appendix A to the report.

AGREED (unanimously) that Cabinet:

- a) note the changes made to the Council's Equality, Equity, Diversity & Inclusion (EEDI) approach; and
- b) approve the revised Strategy, attached as Appendix A to the report.

Reasons for Decision:

The previous EEDI Strategy was developed in 2019 and the Council have experienced significant changes in workforce, commitments and legislation since this time. Whilst the Council have maintained their commitment to operating within the framework of the Public Sector Duty, due to these changes the Strategy and associated documentation was overdue a review. This has now been completed and is presented for approval.

Options Considered:

None, a District Council must maintain a current EEDI Strategy to comply with legal duties under the Equality Act 2010, demonstrate its commitment to fairness and inclusion, and reduce risks of reputational and operational harm. It ensures policies and services are equitable, fostering trust and engagement across the community.

346 LIFE CHANCES FOR GIRLS

The Transformation & Service Improvement Officer presented a report which set out the findings from the work of the Life Chances for Girls Working Group that was established by the Policy & Performance Improvement Committee. The Chair of the Working Party, Councillor K Roberts, also provided the Cabinet with a summary of what they had achieved. The recommendations of the Working Group were set out in Appendix 3 to the report, and these had been recommended to the Cabinet by the Policy & Performance Improvement Committee at their meeting held on 12 January

2026.

AGREED (unanimously) that Cabinet:

- a) note the findings and recommendations of the Working Group; and
- b) endorse the recommendations as outlined in Appendix 3 to the report.

Reasons for Decision:

To ensure that the findings of the Life Chances for Girls Working Group are formally acknowledged and acted upon. This is in addition to Policy Performance and Improvement Committee, which will be presented the report on 12 January 2026.

By noting the outcomes and endorsing the recommendations, Cabinet can also support targeted actions that improve opportunities and outcomes for girls. This will be whilst working with our partners who can contribute to improving the life chances for girls. This approach demonstrates a commitment to addressing identified challenges and supports a number of the Council's Community Plan ambitions.

Options Considered:

The decision could have been to dismiss the topic request and not establish the Life Chances for Girls Working Group.

347 PARKS AND OPEN SPACES DEVELOPMENT PLAN (KEY DECISION)

The Director - Communities & Environment presented a report which put forward a programme which would further improve parks and open spaces across the district. The Parks and Open Spaces Development Plan included the creation of a fund specifically for town and parish councils with the aim of improving facilities. The proposal was to create a £100,000 fund for town and parish councils to submit matched funding bids of up to £10,000 for investment in parks, play equipment and open spaces within their area. A formal grant application process would need to be established for this grant funding as well as award criteria.

In addition, there were a number of sites within the Councils ownership that presented opportunities for new planting and features as well as future development into Green Flag parks. The outline proposals for the various sites identified were detailed in the report.

AGREED (unanimously) that Cabinet:

- a) endorse the allocation of £100,000 in 2026/27 for parks and open spaces legacy fund for Town and Parish Councils to bid into on a match-funded basis, to drive improvement in parks and open spaces across the district, and delegate authority for the implementation and administration of the fund to the Director - Communities & Environment in consultation with the Portfolio Holder for Climate and the Environment;

- b) agree that £30,000 is committed within the budget for 2026/27, to enable investment in a number of Council-owned sites which have the potential for future development, including some for future Green Flag status;
- c) agree that three strategic sites are identified for potentially significant investment in new facilities, with consultation due to take place about those developments within 2026/27; and
- d) once c) above is complete, to bring a report back to Cabinet in 2026/27 about detailed development at those sites, together with a funding package, for delivery in 27/28 – the last operating year of NSDC ahead of Local Government Reorganisation.

Reasons for Decision:

The recommendations align with the Community Plan objectives in relation to health and wellbeing, protecting and enhancing the environment and promoting community spirit. The proposals are also in line with resident feedback as evidenced through the latest resident survey and the increasing importance being placed on parks and open spaces.

Options Considered:

Given the growing importance residents attach to parks and open spaces, doing nothing was not deemed a viable option. In the context of LGR, future decisions about investment in parks and open spaces in Newark and Sherwood will be taken by a new entity with a much broader geographical footprint and set of delivery responsibilities. Cabinet could choose to press on with developments at the three strategic sites in 2026/27 but given the potential costs it is deemed prudent to understand community support and explore sources of funding that may be available. There is no requirement to create a Town and Parish Council Park Legacy Fund, but this would fail to address the reality that many parks and open spaces across the district are not owned by NSDC and would be a missed opportunity to facilitate improvement in these valued facilities.

348 2026/27 HOUSING REVENUE ACCOUNT BUDGET AND RENT SETTING (KEY DECISION)

The Business Managers - Financial Services and Housing Income & Leasehold Management presented a report which examined the proposed income and expenditure on the Housing Revenue Account (HRA) for the 2026/27 financial year for both revenue and capital, in accordance with Section 76 of the Local Government and Housing Act 1989. The report also provided indicative amounts of income and expenditure for the 2026/27 to 2029/30 financial years for both revenue and capital income and expenditure, and proposed rent levels and service charges for 2026/27, with effect from the first Monday in April 2026.

The setting of the HRA budget and the approval of rent levels would be presented to the Full Council Meeting in February 2025, which would allow the required time to notify tenants of proposed changes to rents in accordance with the legislation.

AGREED (with 6 votes for and 1 abstention) that Cabinet recommend to Council at its meeting on 10 February 2026:

- a) the HRA budget for 2026/27, as set out in Appendix A to the report;
- b) an increase of 4.8% in the 2026/27 rents of all current HRA tenancies will be applied from 6 April 2026;
- c) the 2026/27 service charges, as set out in Appendix C to the report; and
- d) the Capital Budget set out in Appendix D to the report are committed expenditure in the Capital Programme for 2026/27 to 2029/30.

Reasons for Decision:

To advise Members of the proposed HRA budget and charges in rent and service charge levels for 2026/27 and for these to be recommended to Council at its meeting on 10 February 2026.

Options Considered:

Various modelling was undertaken to assess the impact of different rent levels on the viability of the HRA 30-year business plan to arrive at the recommendation above.

Consideration was also given to varying increases between general needs and supported (sheltered and extra care) accommodation, but no rationale was found to support this, alongside the equitable nature of any decision to do so.

349 CORPORATE RISK MANAGEMENT STRATEGY AND POLICY REVIEW

The Safety, Risk & Insurance Manager presented a report which sought approval for the Corporate Risk Management Strategy and Policy which had been subject to recent review by officers. The purpose of the strategy was to ensure that suitable systems were in place to manage significant risks. The revised policy was attached as Appendix A to the report.

AGREED (unanimously) that Cabinet review and approve the updated Corporate Risk Management Strategy and Policy as attached at Appendix A to the report.

Reasons for Decision:

To ensure the Council has a current policy, therefore ensuring the continued management of risk within the Council in accordance with its policies.

Options Considered:

If deemed unsuitable, Cabinet should provide feedback and not approve the revised policy.

350 BILSTHORPE VILLAGE HALL COMPLEX - CAPITAL CONTRIBUTION

In accordance with Section 100(B)(4)(b) of the Local Government Act 1972, the Chair has agreed to take this item as a late item of business to enable the Bilsthorpe Village Hall Complex to progress without delay.

The Business Manager - Healthy Places presented a report which sought approval for a capital contribution towards the delivery of the Bilsthorpe Village Hall complex. Bilsthorpe Parish Council secured UK Shared Prosperity Fund grant in 2022-23 which was used to undertake a community asset report which recommended a new community hub, rationalising the existing community assets (the Miners Welfare, museum, and village hall) into one central, fit for purpose, asset. The parish council went onto commission architects to develop proposals for a community village which culminated in the submission of a planning application for the construction of a new parish hall, new multi-use games area outdoor court, new phased playground, bin and bicycle store and new car park.

It was proposed that the District Council provides a capital contribution of £1m from reserves towards the delivery of the Village Hall Complex. It is further proposed that this capital contribution was made available from 2026-27, with a schedule for draw down, spend by dates and outputs and outcome delivery to be contractually agreed through an agreed business case and programme.

Councillor R Holloway as the local Ward Member attended the Cabinet to set out her support for the project.

AGREED (unanimously) that Cabinet:

- a) approve the creation of capital budget within the Capital Programme 2026-27 of up to £1,299,097.16 financed by £1,000,000 from the Change Management Reserve and £299,097.16 S106 Contributions listed in the table at paragraph 2.4 of the report; and
- b) approve that grant be released following the submission of a business case by Bilsthorpe Parish Council which would be subject to approval by the Council's Section 151 Officer in agreement with the Portfolio Holder for Public Protection and Community Relations.

Reasons for Decision:

The Community Plan has a specific action within the Portfolio for Public Protection and Community Relations to 'work alongside Bilsthorpe Parish Council and other partners, to continue to support the development of the Bilsthorpe Community Hub'.

Options Considered:

The option to not support Bilsthorpe Parish Council with a capital contribution has been discounted, reflecting the project's priority with the District Council's Community Plan, and the opportunity to improve outcomes for the residents of Bilsthorpe through the provision of a village hall complex that meets needs now and in the future.

Meeting closed at 7.40 pm.

Chair

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

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