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Chairman: Councillor D.J. Lloyd
Vice-Chairman: Councillor K. Girling

Members of the Committee:

Councillor D. Batey
Councillor M. Cope
Councillor Mrs R. Crowe
Councillor Mrs G.E. Dawn
Councillor G.P. Handley

Councillor P. Peacock*
Councillor A.C. Roberts
Councillor F. Taylor
Councillor T. Wendels
Councillor Mrs Y. Woodhead

Substitutes

Councillor Mrs K. Arnold
Councillor Mrs M. Dobson
Councillor P.C. Duncan
Councillor N. Mison
Councillor B. Wells

AGENDA

MEETING: Economic Development Committee

DATE: Wednesday, 15 June 2016 at 6.00pm

VENUE: Room G21, Kelham Hall

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

If you have any queries please contact Helen Brandham on 01636 655248.

AGENDA

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NEWARK & SHERWOOD DISTRICT COUNCIL

Minutes of the Special Meeting of the **ECONOMIC DEVELOPMENT COMMITTEE** held on Wednesday, 23 March 2016 in the Carriage Court Kelham Hall at 6.00pm

PRESENT: Councillor D.J. Lloyd (Chairman)

Councillors: D. Batey, R.V. Blaney (ex-officio), Mrs M. Dobson (substitute), G.P. Handley, P. Peacock, and Mrs Y. Woodhead

ALSO IN ATTENDANCE: Councillors: Mrs K. Arnold, R.J. Jackson, R.B. Laughton, J. Lee, Mrs P. Rainbow, Mrs S.E. Saddington and D.B. Staples

SUBSTITUTES: Councillor Mrs M. Dobson for Councillor Mrs G.E. Dawn

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors: M.G. Cope, Mrs G.E. Dawn, P.C. Duncan, F. Taylor and T. Wendels.

2. DECLARATION OF INTEREST BY MEMBERS AND OFFICERS AND AS TO THE PARTY WHIP

NOTED: that no Member or Officer declared any interest pursuant to any statutory requirement in any matter discussed or voted upon at the meeting.

3. DECLARATION OF ANY INTENTION TO RECORD THE MEETING

NOTED: that an audio recording was to be made of the meeting by the Council.

4. NOTTINGHAMSHIRE MINERALS LOCAL PLAN – SUBMISSION DRAFT CONSULTATION – FINAL REPORT

The Committee considered the report presented jointly by the Business Manager – Planning Policy and a Planner from Planning Policy in relation to the Council's proposed response to the Nottinghamshire Minerals Local Plan Submission Draft.

The report set out the background to the preparation of the new Minerals Local Plan stating that, once adopted, it would cover the period to 2030 and provide the land use planning strategy for mineral development within the County, identify site allocations to meet future need as well as containing development management policies against which future development proposals would be assessed. It was noted within the report that Nottinghamshire County Council were seeking formal representations and therefore the Council had highlighted those particular aspects of the Plan which it was justified to make formal representations on.

Set out within the report were the Council's proposed detailed responses in relation to: overall aggregate provision and site selection, including sand and gravel production 2002/2011, future sand and gravel provision over the plan period; site extensions and new allocations assumed to gain consent within a 7 year period; ability to demonstrate a 7 year sand and gravel land bank; and representations concerning highways issues.

Having considered the report and verbal presentation thereof, the Chairman advised all parties in attendance that the Council had previously responded four times to this issue and that any submissions arising from today's meeting must be robust in nature and based on sound planning issues in order to challenge the County Council's Plan.

Members accepted that there was a need to extract minerals from where they were deposited in the ground and that they were required for building developments. It was also accepted that the Newark & Sherwood district had resources that would be required at some point for development. Members stated, however, that in order to accept the County's proposed Mineral Plan they needed to be satisfied that the resources were required now. Any objection to the Plan would have to be based on whether it was legal and sound in the format it was being consulted upon. It was felt that the Plan met all legal requirements but that it did not meet the necessary test of soundness.

Members commented that the County had not used current figures therefore their findings were based on out of date information. This had resulted in an oversupply of sand and gravel production being quoted in tables 1 and 2 of the report and no account had been taken of the trend in production figures for the previous 3 years. No evidence had been provided to say that there was an increase in demand and it was therefore felt that the out of date information used provided the Council with sound grounds to challenge the figures and say that the Plan was unsound. It was also noted that there had been no exploration of alternative supply. It was acknowledged that the County had finite resources and that much work had already been undertaken, however, Members agreed that a review was required as failure to do so would potentially lead to Nottinghamshire being left with an unsound Plan.

In relation to the issue of highways it was noted that in the past the County had argued that the Southern Relief Link Road had little or no consequence and was deemed to be of no relevance in strategic growth terms or to the amount of traffic that travelled around Newark. It was noted that this was the reason behind no money being provided by Highways England for its development; however, it was now being brought forward and used as evidence of traffic mitigation.

Members noted that journey time reliability on the A46 was in the top 20 of the worst stretches of highway in the country, coupled with the potential development of a retailer on the Cattle Market Roundabout with the potential increase in traffic and an increase in the number of trains which led to the barriers being lowered more frequently there were many highways issues in and around Newark and therefore there was a sound argument why the two sites at Coddington and Flash Farm, Averham should be removed from the Plan. However, if the decision was taken for them to remain, arguments should be put forward to ensure that they were not utilised until the end of the life of the Plan as improvements to the highway may have been undertaken in the interim. It was further noted that there had been a Government commitment in the recent Budget announcement in relation to the A46 and therefore any extraction should be delayed until the improvements had been completed.

The continued congestion at Kelham Bridge was also noted as an ongoing issue but that there was no suggestion of a by-pass at present. Again, it was suggested that any extraction should be put to the back of the Plan as road improvements may have taken place in the interim.

A Member advised that they had provided the County with an alternative site to those at Coddington and Averham and that it would supply sufficient minerals and that another alternative site had been supplied by another County Councillor. The Member expressed concern that there was little liaison with Lincolnshire and that this should be raised as part of the Council's response.

The Member stated that despite what the County Highway Officers reported, the traffic would be effected by extraction at the two sites and failure to act would have a detrimental effect on the town. She noted that industry focus was on the use of recycled aggregates but that there was little or no emphasis of this within the Plan.

In summary, the Member added that the Plan was unsound with no justification or comments as to the reason behind it. Reference to Lincolnshire should form part of the Council's response and consideration should also be given to the inclusion of Leicestershire, given the road links on the A46.

A Member of the Committee commented that some of the impact of the response was lost in the narrative and suggested that a more direct, bullet point style approach be taken. In response, Officers advised that they were restricted to using a template supplied by the County but that a more focussed approach would be taken when making the final submission.

In relation to the use of recycled aggregates Officers stated that this was difficult to ascertain. Members stated that it would be the responsibility of the County to disprove the fact that production was way below the 10 year average and that no increase was likely. Highways England and the County were clear that the initial proposed improvements to the A46 were for safety issues and not congestion. The Council's response needed to include the Government's stated intent to undertaken road improvements.

In relation to possible extraction at Kirton, the Local Member noted that the village already suffered due to dust from the brickworks and requested that concern be included within the Council's response in this regard.

A Member in attendance advised that it had been recognised in February that the Plan may give rise to issues and that legal advice had been sought by the County Council on this matter. In his role as a County Councillor he had submitted an FOI request to County asking for the questions that had been asked of the QC, who had given the response that in their opinion the Plan was sound. This request had been refused which he had found to be irregular. There had been a 30 year trend of decline and there would be a severe reduction when landfill tax became a major issue. He added that many of the responses from the potential site owners as to reclamation of sites did not address there filling in so there could be no accurate prediction as to lorry use, adding that information was required as to how the sites would be reclaimed so that figures could be calculated as to the impact on traffic flows.

The Member advised that Warwickshire, Derbyshire and Lincolnshire had all used up-to-date figures in the preparation of their Plans. He agreed with the inclusion of Lincolnshire in the Council's response, but also suggested that consideration be given to the inclusion of Derbyshire as they were also a neighbouring county.

The Member commented that the County had attempted to argue against the justification given by other County Councils for the use of up-to-date figures and that it was his understanding that the Strategic Transport Assessment had been undertaken in-house which had resulted in a very weak document. He added that County Councillors were also requesting a reassessment of the Environmental Assessment following the removal of the Barton-in-Fabis site.

Another Member in attendance advised that, in her role as a County Councillor, she had contact County Council Officers to ascertain whether, when completing the Strategic Transport Assessment, account had been taken of traffic issues surrounding the proposed sites at Flash Farm and Coddington e.g. the cattle market island and the increase in frequency of trains. The response from County Officers had been that they did not have to take into account traffic issues in Newark. She stated that Highways England appeared to be making only cosmetic changes to the traffic islands which would have no impact on the levels of congestion.

Again, another Member in attendance stated that the previous site at Barton-in-Fabis had been by far, the most appropriate and that the environmental reasons for its withdrawal should be known.

The Chairman of Averham, Kelham & Staythorpe Parish Council addressed the Committee and highlighted the issue of flooding which did not appear to be a consideration for the County Council. He also noted that the County Council appeared to be refusing some submissions and had not kept records of people who had written in to them. In response, Officers advised that the District Council recorded all responses, even if a pro-forma form was completed incorrectly. They advised that they would raise the matter with the County Council directly. All County Councillors in attendance confirmed that they had received complaints from constituents in this regard and that on raising the matter with the County Council, they had confirmed that they would not accept any representation unless it was on the appropriate paperwork. Members of the Committee expressed their concern at this issue and agreed that the matter would be looked into by the Council's Deputy Chief Executive.

A representative from Coddington Parish Council stated that he welcomed the District Council's proposed response but expressed his concern about the difficulties experienced by elderly residents in completing the forms.

In response to whether the legality of the County Council's Nottinghamshire Minerals Local Plan Submission Draft could be challenged, Officers advised that further information was required on the County's policy on accepting representations prior to any such action being progressed.

AGREED (unanimously) that:

- (a) the contents of the report be noted;
- (b) the proposals set out in Section 3 of the report form the basis of the District Council's formal representations to the Nottinghamshire Minerals Local Plan; and
- (c) the Deputy Chief Executive look into Nottinghamshire County Council's adopted policies in relation to carrying out consultations and the accepting of representations arising therefrom.

The meeting closed at 7.25pm

Chairman

NEWARK & SHERWOOD DISTRICT COUNCIL

Minutes of the **ECONOMIC DEVELOPMENT COMMITTEE** held on Wednesday, 30 March 2016 in Room G21, Kelham Hall at 6.00pm

PRESENT: Councillor P.C. Duncan (Acting Chairman)

Councillors: D. Batey, R.V. Blaney (ex-officio), M.G. Cope, Mrs G.E. Dawn, K. Girling, G.P. Handley, T. Wendels, B. Wells and Mrs Y. Woodhead

ALSO IN ATTENDANCE: Councillor Mrs L.M.J. Tift

49. APOLOGIES FOR ABSENCE

Apologies for absence was received from Councillors: D.J. Lloyd and P. Peacock

50. DECLARATION OF INTEREST BY MEMBERS AND OFFICERS AND AS TO THE PARTY WHIP

NOTED: that no Member or Officer declared any interest pursuant to any statutory requirement in any matter discussed or voted upon at the meeting.

51. DECLARATION OF ANY INTENTION TO RECORD THE MEETING

NOTED: that an audio recording was to be made of the meeting by the Council.

52. MINUTES OF THE MEETING HELD ON 6 JANUARY 2016

AGREED (unanimously) that the Minutes of the meeting held on 6 January 2016 be approved as a correct record and signed by the Chairman.

53. GENERAL FUND BUDGET PERFORMANCE REPORT TO 31 JANUARY 2016

The Committee considered the report of the Director – Resources in relation to the net expenditure for the Economic Development Committee for the period ending 31 January 2016 together with the profiled budget for that same period.

Members queried how long the Building Control post had been vacant, adding that if it had remained vacant for an extended period of time, was the post actually required. In response, Officers advised that the role was required and had been covered using agency personnel. It was noted that three local authorities had amalgamated to provide Building Control services and that this would soon be in operation.

Members also raised the issue of car parking and the previously approved scheme that would allow a car park user to extend their allotted time by sending a text message to a specific number. Officers advised that work was ongoing with the new system and a report would be presented to the next meeting of the Committee.

AGREED (unanimously) that the overall position of the Economic Development Committee net expenditure compared to budget as at 31 January 2016 be approved.

54. OLLERTON OUTREACH SERVICE

The Committee considered the report presented by the Business Manager – Economic Growth in relation to the outreach service in operation and based in Ollerton & Boughton Town Hall.

The report set out how the service operated and the partners involved. Also provided was statistical information to show the trends and increasing use of the service, together with some success stories. Members were provided with information as to the findings of the One Year Review undertaken and what the aims were for 2016.

In response to a Member's query as to the cost of providing the service it was noted that the cost to the Council was very low as the provision involved an existing member of the Customer Services Team being based at Ollerton & Boughton Town Hall during the services opening hours.

Members also queried the cost to the Council in promoting the service provision. They were informed that the cost of using social media was zero; the production of flyers was low and met from existing budgets; information was contained in newsletters and the use of electronic distribution was also zero. Members were also informed that events were to be held with employers being invited to attend.

Members queried how wide the promotion of the service would be distributed. Officers advised that social media information was distributed widely as were the flyers that were sent to all libraries within the district.

AGREED (unanimously) that:

- (a) the continuation of the service be supported; and
- (b) the aims identified in paragraph 3.4 of the report for 2016 be approved.

55. HAWTONVILLE NEIGHBOURHOOD STUDY

The Committee considered the report presented by the Business Manager – Strategic Housing in relation to the summary of the final report for the Hawtonville Neighbourhood Study which included detail of the 'People and Place' options identified for implementation.

The report provided generic information as to the purpose and aim of a Neighbourhood Study with specific information for the Hawtonville Study including: community and member engagement; member workshop; the final report and its purpose; resourcing; vision and priorities; options; wider place options; progress and proposals.

Members agreed that the report was to be welcomed but did not unanimously agree with all of the findings therein.

In relation to the Hawtonville Community Centre a Member commented that he disagreed with the study's findings as to its viability, suggesting that it would be better to demolish the building and replace it with much needed housing and a drop-in centre. In acknowledging the comments, Officers advised that the preferred option appeared to be that a tenant be put in place for a five year period whilst the Council looked at the long term sustainability of the Centre.

In conclusion Members were advised that Newark and Sherwood Homes would look to provide a Community Development Worker, being a key recommendation of the Study, with Members' requesting that the proposed future tenant of the Hawtonville Community Centre, Newark & Sherwood Play Support Group, be investigated to ensure their suitability.

AGREED that:

- (a) (unanimously) the findings of the final report and the options requiring further exploration be considered; and
- (b) (with 8 votes for with 1 against) the proposals for the specific 'People' and 'Place' options set out in paragraph 5.2 of the report be approved, with future reports being presented to the Committee updating on the progress in delivering these activities.

56. AMENDMENTS TO REGULATION 123 LIST OF INFRASTRUCTURE TO BE FUNDED BY COMMUNITY INFRASTRUCTURE LEVY (CIL)

The Committee considered the report presented by the Business Manager – Growth in relation to proposed changes to the Regulation 123 List of Projects to be funded by CIL in advance of the CIL wider review, following the Government's Review of CIL and the Council's Development Plan Review. The report sought approval for the proposed changes and for those to be subject to public consultation for a 6 week period.

The report provided information as to the reasons for amending the CIL Regulation 123 List prior to the full CIL Review providing statistical information of predicted CIL receipts from residential development for the next 5 years. The proposed amendments were listed in paragraph 5.1 of the report.

Members queried as to the current level of CIL monies and how much the proposed addition of the A1 Overbridge was likely to cost. It was reported that the current level of monies was £1.4M and that the project itself, including contingency costs and adoption costs could be anywhere in the region of between £3.5M and £5.2M, however the level of CIL receipts for the lifetime of any developments was likely to be in excess of this.

It was noted that the aim of the proposal was to unlock greater CIL receipts and that other options for funding could also be explored.

AGREED (unanimously) that:

- (a) the inclusion of the A1 bridge in the CIL 123 List be agreed in principle and that it be formally subject to a 6 week public consultation; and
- (b) the outcome of the public consultation and future Officer recommendation (in consultation with the Leader and Deputy Leader) to amend the CIL 123 List be presented to Full Council for approval.

57. STATION ROAD, KIRTON (TELEPHONE KIOSK)
APPLICATION TO REMOVE TELEPHONE EQUIPMENT

The Committee considered the report presented by the Business Manager – Planning Policy in relation to the removal of the telephone equipment from the kiosk on Station Road, Kirton.

AGREED (unanimously) that:

- (a) the report and urgency item be noted; and
- (b) delegated authority be given to the Deputy Chief Executive, in consultation with the chairman of the Economic Development Committee, to make the final decision on the removal of telephony services from the Station Road, Kirton telephone kiosk.

58. NEWARK LORRY PARK – OPTIONS REPORT

The Committee considered the report presented by the Director – Community in relation to the various options available regarding lorry parking in and around Newark, including an option for retaining and enlarging the current lorry park and options for re-locating the lorry park to 5 potential sites around Newark.

The report provided detail as to the consultations undertaken and the responses thereto. Also contained in the report were three Options for consideration: Retention and Expansion of Existing Lorry Park; Relocation/Development of New Lorry Park in the Newark Area; and Retention of Existing Lorry Park with no extension. Members were also provided with information as to future highways developments in the district that would impact on the current lorry park.

In response to Members comments that they would wish to see development costs kept to a minimum, Officers advised that the figures quoted had included 15% for preliminaries and a further 20% for contingencies which had resulted in the very prudent figure being quoted.

Members welcomed the additional information in the report and the proposed increase in capacity quoted in Option A. It was noted that Newark town benefited from the lorry park's current location and also that the Police had expressed concern that vehicles may park inappropriately if the park was not extended.

Members were advised that major fleets used the current lorry park and that demand had increased by 70% over the last 3 years, noting that it would have reached capacity and beyond by the time the new office build was commenced.

A Member of the Committee reiterated previous concerns that the figures for the lorry park had not been available when the decision had been taken to relocate the Council offices to the site adjacent to the lorry park. It was reported, however, that when the decision had been taken the projected income for the lorry park was less than the current figure. Income had increased and this was as a result of major changes in the haulage industry. It was noted that it would be difficult to justify the relocating of the lorry park at a cost of £2.2M to the Council and that a private developer could seek planning permission to provide an alternative.

In summary, all Members agreed that their preferred choice was Option A and that progress be made as quickly as practicable. The Director – Community advised that the clear mandate given by Members would allow the correct procurement procedures to be commenced and a report outlining progress would be brought back to Committee. He added that confirmation had been received by the Environment Agency advising that they considered a flood risk assessment on the site unnecessary.

AGREED (unanimously) that Option A, to retain and expand the existing lorry park, be approved.

59. ANNUAL REPORT DETAILING THE EXEMPT REPORTS CONSIDERED BY THE ECONOMIC DEVELOPMENT COMMITTEE

The Committee considered the report of the Director – Resources in relation to whether an exempt report considered previously by Committee could now be released into the public domain.

Members were advised that due to the commercial sensitivity of the report it should remain an exempt item. However, Members commented that it was difficult to give the matter full consideration unless the report in question was appended.

In relation to the specific report from 24 June 2015 titled “Business Support Proposal”, Members requested that they be provided with an update to a future meeting.

AGREED (unanimously) that the Business Support Proposal Report dated 24 June 2015 remain exempt.

60. RESPONSE TO THE GOVERNMENT’S TECHNICAL CONSULTATION ON THE IMPLEMENTATION OF THE HOUSING AND PLANNING BILL

The Committee considered the report presented jointly by the Business Managers - Growth and Planning Policy in relation to the Council’s response to the Government’s technical consultation on the proposed approach to implanting the planning provisions in the Housing & Planning Bill.

The report set out the Council's proposed response to the following issues: changes to planning application fees; permission in principle; the brownfield register; the small sites register; neighbourhood planning; local plans; testing competition in the processing of planning applications; information about financial benefits; Section 106 resolution dispute; permitted development rights for state funded schools; changes to statutory consultation on planning applications; and public sector equality duty.

In relation to Permission in Principle (PIP) Members raised a number of issues following the Officers presentation relating to the prescribed particulars. It was suggested that Officers gave further thought to the points raised prior to the report being considered at Planning Committee on 5 April 2016.

In relation to Neighbourhood Planning a Member of the Committee disagreed with the Council's proposed response, referring specifically to the arbitrary time limit of holding a referendum within 10 weeks of a decision to hold one. The suggested response made reference to the workload of Election staff and whether it was possible to combine elections. The Member proposed that the response be amended but did not receive a seconder to his proposal.

In relation to the testing of competition in the processing of planning applications Officers stated that it was likely that this would proceed and that certain local planning authorities would undertake Pilot Schemes.

In summary, Members agreed that the major issues were: Fast Track Fees; Planning in Principle; and Competition in Planning.

AGREED (unanimously) that:

- (a) the contents of the report be noted; and
- (b) the proposed comments in Section 3, together with the above comments and those from consideration of the report at Planning Committee, be used as the basis for the District Council's response.

61. LOCAL DEVELOPMENT FRAMEWORK PROGRESS REPORT

The Committee considered the report presented by the Business Manager – Planning Policy in relation to the various elements of the Local Development Framework (LDF) contained within the Local Development Scheme (LDS) timetable and proposed amendments to reflect the Community Infrastructure Levy (CIL) Review.

AGREED (unanimously) that:

- (a) progress towards meeting the timetable of the adopted Local Development Scheme be noted;
- (b) the amendment to the Local Development Scheme to reflect the proposed timetable referred to in paragraph 4.1 and the proposed CIL profile in Appendix A be approved; and

- (c) the Local Development Scheme comes into force on 31 March 2016 be approved.

The meeting closed at 8.04pm

Chairman

NATIONAL CIVIL WAR CENTRE – NEWARK MUSEUM – PROCESS TO GAIN OFFICIAL ARTS COUNCIL ENGLAND ACCREDITATION

1.0 Purpose of Report

- 1.1 To inform Members of the process and policies to gain official Arts Council England (ACE) accreditation for the National Civil War Centre – Newark Museum (NCWC).
- 1.2 To provide Members with broad understanding of the expected scope of the NCWC by the official accreditation body.

2.0 Background Information

- 2.1 The official accreditation of Museums is undertaken by ACE. Accreditation exists to give the public, donors, trusts and all who come in contact with the Museum the confidence that the body is properly constituted, well managed and will serve the best interests of the community and collection.
- 2.2 Accreditation is a minimum benchmark for grant giving bodies such as Heritage Lottery Fund, Wolfson Foundation, ACE, Museums Development East Midlands, East Midlands Museum Service and professional bodies such as the Museums' Association and Association of Independent Museums. Without accreditation NCWC would not have access to any external funding.
- 2.3 Accreditation is a minimum requirement for other Museums to loan material to the NCWC. Existing loans from the Royal Armouries, Museum of London, Science Museum, Shakespeare's Birthplace Trust, Army Medical Services Museum and University of Leicester Library Special Collections are only possible by NCWC working towards accreditation.
- 2.4 The timetable for accreditation to be complete is 18 months from June 2016 – 1 Jan 2018.

3.0 Proposals

- 3.1 The attached policies are reviewed by Economic Development Committee and any questions or observations raised with the Business Manager – Heritage, Culture & Visitors;
National Civil War Centre – Newark Museum – Forward Plan 2016 – 2020 (**Appendix One**)
Collections Care and Conservation Policy (**Appendix Two**)
Exhibitions and Display Policy (**Appendix Three**)

4.0 Equalities Implications

- 4.1 The policies underpinning the work of the National Civil War Centre – Newark Museum have maximising equal access at their heart. All public areas enjoy physical access, interpretation has many levels to ensure intellectual access and visual impaired guides are in development for the permanent galleries. The work to expand the scope of volunteers' roles, to have a 'Young Curators Group' and to continue to work with existing community groups demonstrate the Museum Service's commitment to Equalities.

5.0 Impact on Budget/Policy Framework

- 5.1 Expenditure to support activities towards accreditation will be maintained within existing budgets.
- 5.2 Accreditation opens up further opportunities to access grant funding to support the operation of the NCWC.

6.0 RECOMMENDATION

That the following policies are approved by Committee:

- (a) National Civil War Centre – Newark Museum – Forward Plan 2016 – 2020;**
- (b) Collections Care & Conservation Policy; and**
- (c) Exhibitions & Display Policy**

Reason for Recommendation

To ensure the long term future of the National Civil War Centre – Newark Museum, its proper management, its access to grant funding, object loans and training opportunities.

Background Papers

Nil

For further information please contact Michael Constantine on Ext 5766

Matthew Finch
Director - Customers

NATIONAL CIVIL WAR CENTRE - NEWARK
MUSEUM

FORWARD PLAN 2016 – 2020

Amended April 2016

Approved by Newark & Sherwood District Council Date:
Review Date: 2018

1.0 Museum's Statement of Purpose

The National Civil War Centre - Newark Museum has a dual purpose. The National Civil War Centre will provide a national focus on the key events of the British Civil Wars of the 17th century and their consequences for the nation and the wider world. The Newark Museum aims to tell the story of the district of Newark and its residents.

Our vision is that the National Civil War Centre - Newark Museum becomes fundamental to the identity of the nation and local residents by providing unique and inspiring cultural heritage experiences for all.

2.0 Review of Previous Forward Plan

2.1 As Millgate Museum closed in October 2012 many of the aims and objectives in the previous plan were linked to the site. See Appendix 2 for the status of the aims and objectives.

3.0 Current Situation

The National Civil War Centre - Newark Museum is a local authority managed museum with baseline funding coming from Newark & Sherwood District Council.

3.1 There has been a museum service in Newark since 1912. Other significant dates are:

- 1912 – 1974 Museum run by Newark Borough Council.
- 1974 Museum comes under the auspices of Newark District Council (now Newark and Sherwood District Council (NSDC)).
- 1977 Millgate Museum opened.
- 1994 Gilstrap Centre opened.
- 2004 Newark Museum closed, leaving Millgate Museum and the Gilstrap Centre.
- 2006 Resource Centre opened.
- 2012 HLF funding for development of National Civil War Centre - Newark Museum received.
- 2012 Newark Millgate Museum closed.
- 2013 Gilstrap Centre closed.
- May 2015 Opening of the new National Civil War Centre –Newark Museum
- March 2016 Integration of the Palace Theatre and National Civil War Centre – Newark Museum. Opening of new Visitor Information Centre.

3.2 The museum collection comprises over 85,000 objects including civil war items, archaeology, archives, art, social history, costume, natural science, photographs and local studies which are stored in the Resource Centre.

- 3.3 The Resource Centre is located in a purpose-built building on the District Council's Depot site. It was built in 2005 and opened to the public in January 2006. It houses the collection and a study room.
- 3.4 Newark Millgate Museum closed in 2012 with all efforts being re-directed into the National Civil War Centre - Newark Museum following a successful Heritage Lottery Fund (HLF) bid and the award of £3.5million towards its' development.. The new National Civil War Centre – Newark Museum opened to the public in May 2015.
- 3.5 17,000 objects were moved between Newark Millgate Museum and the Resource Centre with the assistance of volunteers who helped pack, unpack and update locations on MODES, the museum data base. This was achieved ahead of time and within budget.
- 3.6 Following the relocation of objects from Newark Millgate Museum, Newark and Sherwood Museum Service took the opportunity to assess and rationalise the collection to re-profile their scope and nature, so they would better reflect the aims of the service. This was undertaken in line with SPECTRUM guidelines and the Museums Association Disposal Toolkit. Many of the larger industrial and agricultural items were found new homes, with over 50% of the total objects being disposed of going to accredited museums. Those objects which could not be found a home were auctioned, with all proceeds being allocated to future object purchases to further enhance the 17th Century/Civil War collection.
- 3.7 As part of the move towards the National Civil War Centre - Newark Museum a staff re-structure was undertaken from April 2013 to meet the challenges of the new museum. All the key appointments were in place for the opening of the new Museum, and the job descriptions and roles have been amended to reflect the change in service direction. Members of the museum team play active roles within the local museum community with a member of museum staff being an active member of the Regional Emergency Disaster Squad whilst another member of staff is the Vice Chair of the Nottinghamshire Heritage Forum. The Museum Service now has potential to shape regional direction and policies.
- 3.8 Following the award of HLF funding, staff worked towards the interpretation, participation and learning requirements of the new National Civil War Centre - Newark Museum. This involved consultation with academic and learning panels, which provided advice and support on the interpretation text and direction, and the learning offer. Learning sessions and the materials required to support them, including replica armour and costume, were procured and developed and are now currently in use at the new Museum. A programme of talks and tours continue to be undertaken to promote and publicise the new museum including consultation with members of the public from across the region. The National Civil War Centre has also been widely publicised nationally via radio, television, newspapers and social media. Partnerships have been established with Naseby Battlefield Project, Worcester Battlefield Society, the Cromwell Museum, Cromwell's House and the Battlefields Trust to further the aims of the National Civil War Centre and to research and educate the public about this key event in our national story. Two members of staff are currently joint Chairmen of the Battlefields Trust East Midlands Region.

- 3.9 The service is proactive when it comes to volunteer recruitment. We aim to recruit and retain our volunteers and actively evolve the volunteer programme, working with local schools and colleges to create effective programmes which will be mutually beneficial. Some volunteers currently work on collections, learning and participation and the new museum site has doubled the amount of volunteering opportunities available, whilst expanding the roles they can undertake. The service is also looking to diversify the demographic nature of the volunteers to be truly reflective of the community. All volunteers receive an induction, appropriate training and support, along with ongoing evaluation meetings with a designated staff mentor.
- 3.10 Over the last four years we have developed a number of highly successful partnerships with other museums and organisations, sharing skills and best practice and inputting in to the museum sector by taking an active role in ground breaking projects. Examples of this include the People and Place and Talking Objects Projects undertaken in partnership with the British Museum and six other hub museums throughout the UK and working with difficult to reach young people, including those with learning difficulties. These have led to the service participating in national initiatives in a positive way and have built upon earlier successes with the Museummaker project which in turn has led to the museum service being more outward facing. This is demonstrated by the innovative Flying Objects Programme which consists of 8 cases which can be booked for a period of time and left in public spaces, such as libraries, banks etc. and house a selection of museum objects. This programme has allowed us to work with previously untapped audiences such as the business and finance community. The Talking Objects methodology has been used in the development of a Civil War Discovery Box which has assisted the training of volunteers at the new museum.
- 3.11 The Museum Service has also maintained its existing partnerships with local museum services of varying sizes such as Newark Town Hall Museum, Newark Heritage Barge, the Laxton Holocaust Centre and Gainsborough Heritage Centre. The museum has also proactively sought to expand these partnerships by working with the National Trust to provide loans to the Newark and Nottinghamshire Agricultural Society, Hardwick Hall as well as sharing skills and expertise with the Southwell Workhouse.
- 3.12 Previously the Museum Service initiated successful partnerships within the academic sector, making new links with Sheffield, Leicester, Bradford and Nottingham Universities, with research into our Civil War collections being expanded via placement programmes. This level of academic engagement with the museums service and its' collections is something which we will be looking to expand further in the future. We have also maintained relationships with Bishop Grosseteste University which has seen a group of international interns placed with us for six weeks per year over the last four years. We have a long term formal partnership with the University of Lincoln conservation course, which is mutually beneficial as students use our objects to work on at their department as part of their practical work, alongside placements with us to work on objects in situ. They have assisted with the forming of an Integrated Pest Management Plan, conducted condition checking and one of their graduates has become a long term volunteer working on conservation of the collection.

3.13 SWOT/PESTLE Analysis

SWOT stands for Strengths, Weaknesses, Opportunities and Threats. This is to identify the good and improvable aspects of the Museum Service and any external threats.

Strengths	Weaknesses
<p>HLF funding, support from senior management NSDC Councillors.</p> <p>Support of the local community, business community, academic panel and other Civil War related sites across the country.</p> <p>Newly renovated and fitted out museum with new exhibition spaces, cases, environmental monitoring and security systems.</p> <p>Being the only museum dedicated to the British Civil Wars.</p> <p>Publicity across national and local press and media.</p> <p>Experienced, qualified and committed staff, experienced in rationalisation and disposals.</p> <p>Staff involved externally in regional museum and heritage organisations.</p> <p>Volunteers with wide ranging skills and experience.</p> <p>Breadth of collections including internationally and nationally significant objects, archives and art work.</p> <p>Resource Centre as a repository for the reserve collection is purpose built and environmentally controlled and recognised within the East Midlands as being best practice for other museums. Innovative and exciting programme of events, exhibitions and education activities.</p>	<p>Staffing structure lacks resilience to cope with illness or long term absence.</p> <p>Elements of the documentation of the collections need improvement.</p> <p>Current lack of online availability of the collection.</p> <p>Lack of dynamism in the online presence.</p> <p>Relatively low local population level.</p> <p>Different heritage sites within the Newark area (e.g. Museum, Queen’s Sconce, Castle grounds) currently managed via different council departments</p>

Recent changes to the National Curriculum focus education on the British Civil War period.	
<p style="text-align: center;">Opportunities</p> <p>Attract new audiences both in person and via the online offer.</p> <p>Establish a research facility to become the 'go to' place for information regarding the Civil Wars.</p> <p>Shape and lead education and learning about the Civil Wars locally and nationally led by the changes to the National Curriculum.</p> <p>Engage academics, students and members of the public in conference and debate around the Civil Wars and their effects today.</p> <p>Lead on comparisons between the British Civil Wars and contemporary civil wars today.</p> <p>Attract reciprocal loans with other heritage sites and museums, including national museums.</p> <p>Increase partnership working with other museums and universities.</p> <p>Collection needs to be refocused and strengthened to reflect the national Civil War identity.</p> <p>'Nationally Styled' accreditation</p>	<p style="text-align: center;">Threats</p> <p>Uncertainty over the structure of local government in the future.</p> <p>Funding cuts to local government.</p> <p>Anticipated visitor figures not being met.</p> <p>Restricted available space in Resource Centre, in particular for archaeology deposits</p> <p>Turnover of volunteers / aging collections volunteers.</p> <p>Potential changes to National Curriculum.</p> <p>Changes to schools governance and funding on a national level. i.e. moves to Academies.</p> <p>Increasing costs of transport for both visitors and school groups.</p>

4.0 Consultation and Feedback

- 4.1 As part of the promotion of the National Civil War Centre - Newark Museum an enthusiastic social media audience has been developed and continues to grow. A media campaign embracing local, regional and national T.V, radio and newspapers has led to consultation with a wide audience who have been supportive of the aims of the National Civil War Centre. An academic panel was created early in the development programme, consisting of experts on the Civil Wars, including published

authors and university academics that advised and commented on the direction of the interpretation in the National Civil War Centre and the creation of a learning resource that can be available to researchers nationwide. The academics are all extremely enthusiastic that a National Civil War Centre be created as there is nowhere else nationwide that addresses this key element in the development of our nation. Consultations were also held with local groups such as Newark Archaeological and Local History Society (NALHS), Farndon Archaeological Research Institute (FARI), Newark Civic Trust, local schools, businesses and adult education groups. All embraced the concept of both the National Civil War Centre - Newark Museum and are extremely supportive. Local businesses see the benefit of an attraction on this scale, which aims to attract in excess of 45,000 visitors a year, which will have huge benefits to the local economy.

YEAR	USERS INCL. LEARNING AND PARTICIPATION, PROMOTIONAL TALKS, ENQUIRIES DISCOVERY BOXES, GROUP VISITS AND ENQUIRIES	FLYING OBJECTS USER NUMBERS From 2013 only	SOCIAL MEDIA TWITTER FOLLOWERS From 2012	INTERNET HITS	VOLUNTEER AND PLACEMENT HOURS
2010	11,225	0	0	24,592	1,623
2011	7,226	0	0	24,285	1,910
2012	5,576	0	390	15,763	2,132
2013	9,404	26,021	1,268	26,185	1,989
2014	10,200	28,752	3,652	28,354	3795
2015	13,875	17,823	5,456	24,225	4352

Table 1. Current Usage Statistics

5.0 **Key Aims**

- 5.1 We aim to attain ‘Nationally Styled’ Arts Council England (ACE) accreditation status for the National Civil War Centre and ACE accreditation for the Newark Museum aspect.
- 5.2 We aim to continually engage new audiences with new and dynamic permanent and temporary exhibitions, learning programmes, re-enactments and conferences on both the Civil Wars nationally and the history of Newark and the surrounding area.
- 5.3 We aim to establish a Civil War resource consisting of an archive of printed material relating to the Civil Wars and access to digital data. This would be available to academic researchers and members of the public on an appointment basis. We aim to become the ‘go to’ place for information regarding the Civil Wars and be able to signpost other Civil War sites across the country and other sources of information.

- 5.4 We aim to work closely with other Civil War sites, academics, universities and battlefield societies to establish a network that can mutually support each other in furthering the available knowledge and promoting interest and understanding of the Civil Wars.
- 5.5 We aim to proactively support programmes to develop and publish original research on the British Civil Wars and their impact and relevance to the present day.
- 5.6 We aim to improve the quality and re-balance the nature of the collections. The museum will proactively seek to collect nationally and internationally significant 17th Century and British Civil War artefacts and archives.
- 5.7 We aim to develop our working partnership with the Royal Armouries (Leeds) through spotlight loans over an initial three year period, joint conferences and study days, and a joint publication on Civil War arms and armour.
- 5.8 We aim to continue our partnership with the University of Lincoln Conservation Department and other conservators for mutual advantage, enabling students to work on museum objects, whilst enabling us to maintain a rolling programme of conservation of the collection.
- 5.9 We aim to work closely with local history and archaeological groups to investigate and make public the history of Newark and the surrounding area.
- 5.10 We aim to continue to enable volunteers to be more actively involved in the museum offer and will strive to diversify the volunteer demographic.
- 5.11 We aim to create meaningful links to unify museum collections and learning programmes with a diverse range of local buildings and earthworks under a single offer.
- 5.12 We aim to develop, increase and diversify community engagement within the Museum and will look to increase our various communities engagement via the formulation of Acquisition and Disposal Panels and Young Curators Groups to ensure the Newark Museum reflects its community.

6.0 Objectives

- 6.1 To continue the integration of the museum facility with the Palace Theatre next door, which has provided a new Visitor Information Centre with an expanded cultural offer. Improvements to the Civil War interpretation and a day/night café have also been completed. As the integration has only recently taken place operating procedures are evolving.
- 6.2 Attaining accreditation for both the National Civil War Centre and Newark Museum aspects.

- The objective is to gain ACE ‘Nationally Styled’ accreditation status for the National Civil War Centre. Work is currently in progress on writing or updating the various plans and policies to meet the requirements. We have received assistance in these objectives via the Museum Development East Midlands Collections Development Programme.
- The objective is to gain ACE accreditation for the Newark Museum aspect of the museum. Work is currently in progress on writing or updating the various plans and policies to meet the requirements, alongside those for ‘Nationally Styled’ accreditation.

6.3 Engaging New Audiences

- The objective is to engage current and new audiences through dynamic, challenging and exciting permanent and temporary exhibitions. Newark and the surrounding area played a key role in the British Civil Wars and the aim is to utilise the surviving earthworks, built heritage and the National Civil War Centre to tell this story through engaging, thought provoking and challenging permanent and temporary exhibitions involving our nationally and internationally important collection and key loans. A number of loans from national and other museums, including the Royal Armouries Leeds, Science Museum (Wellcome Collection), Shakespeare Birthplace Trust and Museum of London have been agreed. Building on the partnership established with the British Museum through the People & Place and Talking Objects projects, we established a series of spot loans in return for the loan of the Newark Torc, which was displayed at the British Museum and hosted part of a major touring exhibition in 2015. The exhibition explored Celtic art and was shown at the National Museum of Scotland and the British Museum. There are four temporary galleries in which we will develop a rolling programme of exhibitions which will include those based on elements of our collections, touring exhibitions from national museums such as the Victoria and Albert Museum. Our first temporary display was a commissioned exhibition by Magnum, a co-operative photographic agency, exploring contemporary Civil Wars. We are exploring opportunities to tour this exhibition both nationally and internationally. The second temporary exhibition was ‘The Art of War’, showcasing the Civil War art of Graham Turner, alongside related Civil War artefacts. The current temporary exhibition is entitled ‘Battle Scarred’ and focuses on the medical and welfare care of the British Civil Wars in liaison with University of Leicester.
- The objective is to continue to develop a comprehensive Civil War learning service with a range of programmes and activities for both formal and informal learners as well as a local history focused learning programme. The service will make use of the new dedicated learning spaces as well as the galleries, local heritage and surviving earthworks to provide object focused, interactive and engaging learning sessions. We aim to be the leading service for curriculum focused heritage based Civil War learning. A series of Discovery Boxes already exist, which are being reviewed and redeveloped alongside the creation of new learning resources and activities. Several new learning programmes have already been created in conjunction with the learning panel. Additional information can be found in the Learning and Participation Plan.

- The objective is to establish a programme of re-enactments and conferences on the Civil Wars nationally. The first Civil War conference took place in 2015, titled Mortality, Care and Military Welfare during British Civil Wars, it is hoped this will become an annual event, along with re-enactments involving the Sealed Knot and English Civil War Society, who staged a successful re-enactment to mark the opening of the new museum in 2015 and marked the 370th anniversary of Newark's surrender this year. We will engage members of the academic panel, other experts in this field or from related organisations, such as the Battlefields Trust, to present papers and be involved in the conferences. The intention is to publish papers presented during conferences either on line, as an annual publication or both.

6.4 Establishing a Civil War Resource.

- The objective is to establish a Civil War resource consisting of an archive of printed material relating to the Civil Wars and access to digital data. We are in the advanced stages of negotiating the donation of two libraries of Civil War related books and documents. These would be complemented by the books and documents that we currently hold and are actively adding to. In addition we have negotiated access to the papers captured at the Battle of Naseby (1645) held by the Parliamentary Archives. These would be available to researchers digitally and we anticipate building on this resource. The resources would be available to academic researchers and members of the public on an appointment basis. We aim to become the 'go to' place for information regarding the Civil Wars and be able to signpost other Civil War sites across the country and other sources of information available to researchers.

6.5 Establishing a Mutually Supportive Civil War Related Network.

- The objective is to establish a mutually supportive Civil War related network consisting of other Civil War sites, academics, universities and battlefield societies to further the available knowledge and promote interest and understanding of the British Civil Wars. The academic panel have provided advice and guidance on the interpretation of the Civil Wars and continue to be actively and enthusiastically involved. We are actively pursuing partnerships with Naseby Battlefield Project and the Battle of Worcester Society for mutual benefit and so that we can signpost each other. Two members of staff are currently joint Chairmen of the Battlefield Trust in the East Midlands and the National Civil War Centre has the backing and support of the Trust. We have existing partnerships with Sheffield and Leicester Universities and we are looking to formalise partnerships with other universities. Sheffield University are leading on a plan to submit a bid for HLF funding for a community archaeology project to investigate the Newark siege works using modern technology not available when they were last surveyed in 1964. Leicester University are leading on a project investigating medical techniques during the 17th century.

6.6 Publishing Original Research.

- The objective is to publish original research on the British Civil Wars and their impact and relevance to the present day. Students from Sheffield University have recently researched a number of topics related to the Civil War including the identity and careers of printers and publishers of tracts. This has brought to light the role of women in the publishing trade and may be the basis of further research in conjunction with the university. It is intended to publish their research either in a journal or digitally via our website. Articles have been published in *Battlefield*, the Battlefield Trust's quarterly magazine and further articles will be published. In conjunction with Dr. Andrew Hopper from the University of Leicester and Dr. Eric Gruber von Arni, guest curators of the 'Battle Scarred' exhibition, an exhibition catalogue has been published, which is available to visitors.

6.7 Improving the Nature and Quality of the Collection.

- The objective is to proactively seek to collect nationally and internationally significant 17th Century and British Civil War artefacts and archives. Whilst the collection includes nationally and internationally important Civil War related objects we recognise the need to significantly strengthen the collection. Recent acquisitions have reflected the refocusing of the collection and include a set of Hogarth prints based on Butler's *Hudibras* and Civil War tracts reflecting the wider national picture. Particular areas we will concentrate on include; domestic items, printed matter including propaganda and the spread of political theories, medical items and arms and armour.
- We will continue to collect items of significance to Newark and the surrounding area, including items related to the Treasure Act and other objects that will enhance the collection, enabling us to tell the story of the history of the area.
- The budget for acquisitions was increased by 1000 per cent from £1000 to £10000 for 2015-16 and will continue to increase to enable us to add to our collection and this can be accumulated for following years. This represents a serious commitment to refocusing and developing the collection. More information will be found in the Collections Management Plan.

6.8 Maintaining and Improving Relationship with Conservators.

- The objective is to strengthen our long standing partnership with the University of Lincoln Conservation Department, which has recently been formalised. They have been working with us since 2002. In the past they have assisted in setting up an integrated pest management system at the Resource Centre, condition checking onsite, redesigning costume covers, packing and shipping objects from Newark Museum. They currently loan receive objects from the Resource Centre to work on at the university and have used these as their exam test pieces. This delivers mutual benefit as it enables students to work on museum objects, whilst enabling us to maintain a rolling programme of conservation of the collection. We host a graduate from the Masters course as a volunteer who has assisted in condition checking and conserves objects for display. We intend to formalise these relationships in accordance with the Conservation Plan and Display Plan.

6.9 Investigating and Making Public the History of Newark and Surrounding Area.

- The objective is to continue to investigate and make public the history of Newark and the surrounding area. We will achieve this by continuing to work closely with local history groups such as Newark Archaeological and Local History Society (NALHS), Newark Photographic Society and archaeological groups such as Farndon Archaeological Research Institute (FARI). In recent years FARI have discovered a late Upper Palaeolithic site, dated to around 14,000 years ago, which they are still investigating. The finds will be deposited with the Museum Service and will allow us to push back the earliest history of the area. We will actively engage and encourage local groups to make use of the spaces at the museum and assist in placing the museum at the heart of the local community.

6.10 Enabling Volunteers to be More Actively Involved and Diversifying the Volunteer Demographic.

- The objective is to enable volunteers to be more actively involved in the museum offer. Volunteer roles have been significantly expanded from their primarily collections based history. Roles now offered include gallery and tour guides, learning and participation assistants, events assistants, living history interpreters, front of house welcome hosts, marketing, social media and website and gardening and grounds maintenance as well as retaining the existing roles in collections documentation, Modes inputting and research.
- The objective is to diversify the volunteer demographic to make it representative of the district. We will achieve this by actively making the volunteer offer more attractive to both all and from a wider geographical area.

6.11 Creating a Single Offer Uniting the Museum, Built Heritage and Civil War Earthworks.

- The objective is to unify museum collections and learning programmes with a diverse range of local buildings and earthworks under a single offer. Currently Newark Castle and the Queens Sconce, considered by many to be the best preserved 17th century earthwork in the country, are managed by different departments within Newark and Sherwood District Council. We have linked the Civil War aspects of the sites through the town trail and augmented reality trail, downloadable as an app from the National Civil War Centre. The trail also includes buildings that have survived since the Civil War, including the Governor's House, Charles I Coffee House and St Mary Magdalene Church and tells related stories at each location.

6.12 Developing, Increasing and Diversifying Community Engagement with the Museum Service.

- The objective is to develop, increase and diversify community engagement with the museum by providing exciting and innovative programmes for the community to be involved with.

- We will formulate an Acquisition and Disposal Panel who will be involved in collections development. The panel will include members who can analyse sales/auction catalogues and inform us when Civil War related objects are available for acquisition as well as advising on disposals as we continue to refocus the collection.
- We will form a Young Curators Groups to investigate and advise on elements of the collection and exhibitions that will attract their peers, thus ensuring that the Museum reflects its community.

7.0 **Resource Plan**

7.1 A table showing the Resource Plan is at Appendix 1. The National Civil War Centre and Newark Museum is funded by Newark and Sherwood District Council. Revenue from ticket sales, participation and learning sessions, outreach and retail will be fed back into central funds for reallocation. We are anticipating attracting in excess of 45,000 visitors.

7.2 Staffing Structure.

This table shows the staffing structure and initials used in **Appendix 1**. The full staffing structure is at **Appendix 3**.

Name	Initials	Role	Hours per week
Michael Constantine	MC	Business Manager - Heritage, Culture and Visitors	37
Carys Coulton-Jones	CCJ	Assistant Business Manager – Heritage, Culture and Visitors	37
Glyn Hughes	GH	Team Leader - Exhibitions and Collections	37
Carol King	CK	Team Leader – Learning and Participation	37
Andrea Smedley	AS	Operations Manager	37
Mark Williamson	MW	Operations Manager	37
Kathryn Ellis	KE	Operations Manager	30
	RR	Business Support Officer	30
	LDL	Duty Manager	10
	RHS	Marketing Assistant	18
	KW	Exhibitions and Collections Assistant	18.5
	DG	Learning and Participation Assistant	18.5
	AN	Learning and Participation Assistant	18.5

**National Civil War Centre & Newark Museum
Resource Plan 2016-2020**

Key Aim	Objective	Task	Timescale	Staffing	Funding
	6.1 The objective is to continue the integration of the museum facility with the Palace Theatre next door and evolve the operating procedures.	Provide a joined up cultural offer. Provide a daytime/evening food and drink offer.	March 2016 – May2017	As above	NSDC
5.2 Achieve accreditation for the National Civil War Centre - Newark Museum	6.2 The objective is to gain ACE 'Nationally Styled' accreditation status for the National Civil War Centre aspect of the museum	Write policies/plans and provide evidence to achieve nationally styled accreditation.	August 2016 - October2016	MC GH KW CK	NSDC annual revenue budget
	6.2 The objective is to gain ACE accreditation for the Newark Museum aspect of the museum.	Write policies/plans and provide evidence to achieve accreditation.	August 2016 – October 2016	MC GH KW CK	NSDC annual revenue budget
5.3 Engage new audiences.	6.3 The objective is to engage current and new audiences through dynamic permanent and temporary exhibitions.	Provide permanent and temporary exhibitions within both the Civil War and Newark galleries. Utilise the surviving earthworks, built heritage and the National Civil War Centre to tell the Civil War story through	Ongoing	MC GH KW CK	HLF & NSDC as part of £6 million project.

		<p>engaging and challenging permanent and temporary exhibitions involving our internationally and nationally important collection and key loans.</p> <p>Develop and implement a rolling programme of exhibitions in the four temporary galleries which will include those based on elements of our collections, touring exhibitions from national museums, commissioned exhibitions.</p>	Ongoing for temporary exhibitions.	MC GH KW CK	NSDC annual revenue budget. £25K for 2016
	6.3 The objective is to develop learning programmes that will appeal to a range of both children and adult learners.	<p>Continue to develop learning programmes based on the Civil War, which has recently become part of the National Curriculum as well as other learning programmes and activities aimed at both schools and adult learners.</p> <p>Upgrade the series of existing Discovery Boxes and develop further resources to facilitate learning activities</p>	Ongoing	CK DG AN	NSDC annual revenue budget.

	6.3 The objective is to establish a programme of re-enactments and conferences on the Civil Wars nationally.	Establish a Newark re-enactment as an annual event. Develop and implement plans for an annual Civil War conference.	Ongoing Ongoing	MC GH CK	NSDC annual budget
5.4 Establish a Civil War resource	6.4 The objective is to establish a Civil War resource consisting of an archive of printed material relating to the Civil Wars and access to digital data.	Continue to develop a library and digital resource and make them available to researchers on an appointment basis. Become the 'go to' place for information regarding the Civil Wars and be able to signpost other Civil War sites across the country and other sources of information available to researchers.	May 2016 – May 2017 Ongoing	GH KW	NSDC annual revenue budget and Wolfson Foundation grant funding.
5.5 Establish a mutually supportive Civil War related network.	6.5 The objective is to establish a mutually supportive Civil War related network consisting of other Civil War sites, academics, universities and battlefield societies to further the available knowledge and promote interest and understanding of the British Civil Wars.	Continue to engage the academic panel in providing advice and guidance on the interpretation of the Civil Wars. Actively pursue partnerships with Naseby Battlefield Project and the Battle of Worcester Society for mutual benefit and so that we can signpost each other.	Ongoing Ongoing	MC GH KW CK MC GH KW CK	NSDC annual revenue budget – website development, marketing budget.

		Maintain and strengthen partnership with the Battlefield Trust	Ongoing	GH KW	
		Maintain and strengthen partnerships with Sheffield and Leicester Universities. Sheffield University are leading on a plan to submit a bid for HLF funding for a community archaeology project to investigate the Newark siege works. Leicester University are leading on a project investigating medical techniques during the 17th century.	Ongoing	MC GH KW CK	NSDC annual revenue budget plus funding from universities
5.6 Publish original research on the British Civil Wars and their impact and relevance to the present day.	6.6 The objective is to publish original research on the British Civil Wars and their impact and relevance to the present day.	Publish research by students from Sheffield University on topics related to the Civil Wars.	Ongoing	MC GH KW CK	NSDC annual revenue budget plus funding from universities.
		Enable further research into the role of women in the Civil Wars.	Ongoing		
		Produce and publish articles for <i>Battlefield</i> , the Battlefield Trust's quarterly magazine	Ongoing		Battlefield Trust and funding from University of Leicester

		and in conjunction with Andrew Hopper from the University of Leicester on medical treatments.			
5.7 Improve the quality and re-balance the nature of the collections.	6.7 The objective is to proactively seek to collect internationally and nationally significant 17 th Century and British Civil War artefacts and archives. .	We will significantly strengthen the collection through purchases from collectors, auction houses or other museums who may be disposing of their collection. Particular areas we will concentrate on include; domestic items, printed matter including propaganda and political theories, medical items and arms and armour.	Ongoing	GH KW Volunteers	NSDC. £10K available annually which can be accumulated and rolled forward to subsequent years.
	6.7 The objective is to continue to collect items of significance to Newark and the surrounding area.	We will continue to collect objects that will enhance the collection and enable us to tell the story of the history of the area. These will include items related to the Treasure Act and other objects in line with our Collections and Development Policy.	Ongoing	GH KW Volunteers	NSDC As above. Donations
5.8 Maintain and formalise our partnership with the University of Lincoln Conservation Department and other	6.8 The objective is to strengthen and formalise our partnership with the University of Lincoln Conservation	Formalise the relationship in accordance with the Conservation and Display Plans.	Complete	GH KW	NSDC annual revenue budget / University of Lincoln

conservators for mutual advantage.	Department.	Enable students to work on museum objects whilst maintaining a rolling programme of conservation of the collection.	Ongoing		
	6.8 The objective is to utilise volunteers experience and knowledge to conserve our collection.	Use current volunteer's skills for condition checking and conserving objects that will be displayed as part of the exhibitions.	Ongoing	GH KW Volunteers	NSDC annual revenue budget
5.9 Work closely with local history and archaeological groups to investigate and make public the history of Newark and the surrounding area.	6.9 The objective is to continue to investigate and make public the history of Newark and the surrounding area.	Continue to work closely with local history groups such as Newark Archaeological and Local History Society (NALHS) and archaeological groups such as Farndon Archaeological Research Institute (FARI). We will actively engage and encourage local groups to make use of the spaces at the museum and place the museum at the heart of the local community.	Ongoing Ongoing	MC GH KW CK MC GH KW CK	NSDC annual revenue budget plus University of Sheffield and potentially HLF funding for community archaeology project. NSDC annual revenue budget offset by charges for facilities.
5.10 Enable volunteers to be more actively involved in the museum offer and	6.10 The objective is to diversify the volunteer demographic to	Make the volunteer offer more attractive to all.	Ongoing	MC AS GH KW	NSDC annual revenue budget

diversify the volunteer demographic.	make it representative of the district.				
5.11 Create a single offer uniting the museum, built heritage and Civil War earthworks.	6.11 The objective is to unify museum collections and learning programmes with a diverse range of local buildings and earthworks under a single offer.	Unify Newark castle and the Queens Sconce, which are currently managed by different departments within Newark and Sherwood District Council, by linking the Civil War aspects of the sites through the town trail and augmented reality trail downloadable as an app from the National Civil War Centre. The trail also includes Civil War related buildings, including the Governor's House, Charles I Coffee House and St Mary Magdalene Church.	Augmented Reality Trail complete. Work ongoing to unify the offer between NCWC, Castle and Queen's Sconce.	MC, GH, KW, CK	NSDC plus Nottinghamshire County Council Capital grant (£320K) for augmented reality trail. We are working closely with the Newark Castle project who have funding from the Gilstrap Trustees.
5.12 Develop, increase and diversify community engagement with the museum.	6.12 The objective is to put the community at the heart of the Museum Service to ensure the museum reflects its various communities.	Develop, increase and diversify community engagement with the museum by providing exciting and innovative programmes for the community to be involved with.	Ongoing	ALL	NSDC annual revenue budget
	6.12 The objective is to formulate an Acquisition and Disposal Panel.	Form an Acquisitions and Disposal panel from museum volunteers and	Ongoing	GH KW CK	NSDC annual revenue budget

		Friends of the National Civil War Centre – Newark Museum and invite new members of the community to become involved. The panel will be involved in decisions relating to collections development. The panel will include members who can analyse sales/auction catalogues and inform us when Civil War related objects are available for acquisition as we continue to refocus the collection.			
	6.12 The objective is to form a Young Curators Groups.	Form a Young Curators Group to investigate and advise on elements of the collection and exhibitions that will attract their peers, thus ensuring that the Newark Museum reflects its' community.	Ongoing	GH KW CK	NSDC annual revenue budget

**National Civil War Centre - Newark Museum
Review of Forward Plan 2006-2011**

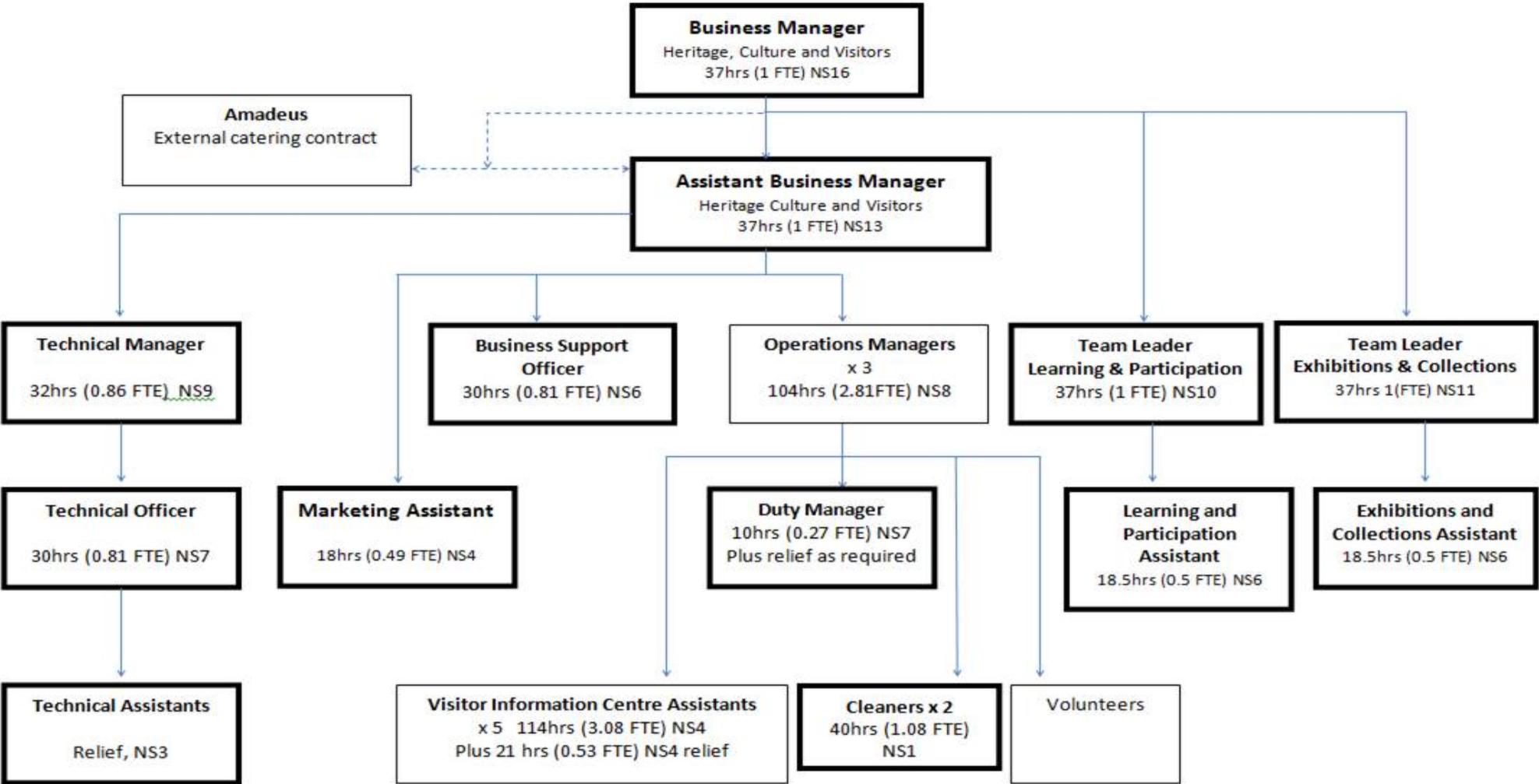
Aim	Objective	Key Task	Timescale	Achieved/Not Achieved
Improving the visitor experience	Developing the workforce	Staff training needs to be identified through monthly team meetings and annual performance appraisals	Annually	Continuing
		Training to be delivered internally within museum service and/or NSDC and/or through specialist external training supplier	Annually	Continuing
		Training needs of volunteers to be reviewed and delivered annually	Annually	Continuing
	Improving physical accessibility of sites	Obtain updated access audit of sites with regard to DDA	2006	Achieved
		Work through Access for All Toolkit Action Plan to improve service delivery	2006-2007	Achieved
		Re-design the entrance area at Newark Millgate Museum to provide a welcoming environment for visitors with eye-catching displays to orientate visitors, activity area, shop and café.	2006-2007	Overtaken by events due to closure of Millgate Museum.
	Improving the exhibition programme	Develop and implement a programme to re-organise and re-display the galleries at Newark Millgate Museum	2006-2011	Overtaken by events due to closure of Millgate Museum.
		Develop a temporary exhibitions programme which takes into account the need for in house exhibitions, community exhibitions and exhibitions by individual artist and craftspeople at Newark Millgate Museum	2006>	Overtaken by events due to closure of Millgate Museum.
		Determine future use of the Reading Room Gallery at the Gilstrap Centre	2007>	Overtaken by events due to closure of Gilstrap Centre.
		Produce a brief for the replacement to the Castle and Conflict Exhibition at the Gilstrap Centre	2009	Overtaken by events due to closure of Gilstrap Centre.
	Improving signage to and at sites	Liaise with NCC, Economic Regeneration and Planning to examine possible improvements to directional and entrance signage at Newark Millgate Museum and the Gilstrap Centre	2006-2007	Overtaken by events due to closure of Millgate Museum and Gilstrap Centre.
		Develop trails and sign posting projects with external partners	2007-2011	Complete

		Improve internal signage at Newark Millgate Museum to orientate visitors	2007	Overtaken by events due to closure of Millgate Museum.
	Meeting customer needs and expectations	Consult with users and non-users on the programme to re-display Millgate	2007	Overtaken by events due to closure of Millgate Museum.
		Display customer comments forms at each site and as part of events	Ongoing	Ongoing
		Ensure customer feedback is fed into team meetings each month	Ongoing	Ongoing
		Ensure customer comment forms are responded to in accordance with corporate procedures	Ongoing	Ongoing
		Continue to run Education Fora for primary and secondary schools	Ongoing	Ongoing for new museum
		Establish a Community Forum and develop more formal partnerships with local groups and organisations	2006-2007>	Ongoing for new museum
		Establish a Young Curators Group to represent young people's views, to act as critical friends of the museum service and to produce temporary exhibitions using collections as inspiration	2006>	Ongoing for new museum
		Constitute the museum service Friends group in order for the group to be more actively involved in the museum service	2007	Complete
		Develop audience development and marketing plans	2007	Ongoing for new museum
		Improve museum retailing	2006>	Ongoing for new museum
Improve access to the collection	Developing the education and outreach programme	Continue to develop educational resources linked to National Curriculum.	Ongoing	Ongoing for new museum
		Improve older discovery boxes and produce new boxes to an agreed local standard.	Ongoing	Ongoing for new museum
		Continue to offer education sessions for Key Stages 1, 2 & 3 on various themes.	Ongoing	Ongoing for new museum
		Continue to offer art and craft workshops, linked to the collections, during school holiday periods.	Ongoing	Overtaken by events due to closure of Millgate Museum.
		Develop local competitions and trails for visitors - especially in holiday periods.	Ongoing	Overtaken by events due to closure of Millgate Museum.
		Continue to offer outreach programme to schools, community groups and older people.	Ongoing	Ongoing for new museum
		Develop links with the local LEA	2006-07	Ongoing for new museum

	Developing the Resource Centre	Develop a programme of specialist open days	2007>	Complete
		Develop the links established with University of Lincoln Conservation Course	2006>	Complete
	Developing the online collection	Continue to work with schools, groups and individuals as part of the website development group	Ongoing	Ongoing for new museum
		Review staffing resource in order to be able to deliver online project	2006-07	Unable to complete
		Develop project proposal with regional partners for development of oral and video archiving to be complementary to online scheme	2008	Regional project cancelled
Developing, preserving and raising the profile of local heritage	Acquisitions & Disposals	Establish an Acquisitions and Disposals Group to proactively manage collections.	2007	Ongoing for new museum
		Devise and implement collections development projects, for example contemporary collecting	2008	Complete
		Continue to support local groups and societies with their own collecting of objects, knowledge and information	Ongoing	Ongoing for new museum
		Work in partnership with local groups to develop specific projects	ongoing	Ongoing for new museum
	Developing the recording of reminiscence	Develop use of written, video and oral archives	2008>	Unable to complete
		Develop links with local reminiscence groups	Ongoing	Unable to complete
	Raising the profile of local history and heritage	Develop special themed events and talks which raise the profile of local history across the district	Ongoing	Ongoing for new museum
Positioning the service for 21 st century	Developing appropriate Performance Indicators	Look at local authority family group and regional partners to develop local indicators appropriate to the service	2006>	Ongoing for new museum
		Look at IL4A, etc. and comparative benchmark data by which service improvements can be measured	2006>	Unable to complete
		Gain Accreditation for Newark Millgate Museum	2006-07	Overtaken by events due to closure of Millgate Museum.
	Future museum service provision	Develop a plan for the future service facilities after 2025	2006>	Complete
		Identification of new site for museums post 2025	2006>	Complete
		Work with NTC and key partners on potential for a national centre for Civil War history	2006 >	Complete
		Investigate possible trust status options for the service.	2006>	Ongoing

	Improve and maintain collections	Work to tasks and deadlines in the documentation plan 2006-11	2006-11	Complete
		Develop marketing and audience development plans in order to reach the wider community	2007	Ongoing for new museum
		Reach and maintain national standards	2006>	Ongoing for new museum

National Civil War Centre - Newark Museum - Staffing Structure



COLLECTIONS CARE & CONSERVATION POLICY

Prepared by: Glyn Hughes & Kevin Winter

Name of Museum: The National Civil War Centre – Newark Museum

Name of Governing Body: Newark & Sherwood District Council

Date on which this Policy was Approved by Governing Body: TBC

Date at which this Policy is Due for Review:2018

Approved (sign and date):

1.0 Introduction

Caring for collections is a fundamental responsibility for all museums. This policy will guide the Museum's work in the field of collections care and conservation. The policy also includes a combination of preventative and remedial conservation measures, designed to ensure long term preservation.

- Preventative conservation covers the measures necessary to slow down or minimise the deterioration of museum objects, specimens and structures.
- Remedial conservation involves the treatment of an object or specimen to bring it to a more acceptable condition or state in order to stabilise or enhance some aspects of its cultural or scientific significance.

The Collections Care and Conservation Plan will help to deliver the statements laid out in this policy. This policy has been written in accordance with the Museum's Forward Plan and the Collections Development Policy.

The Collections Care and Conservation Plan sets out the way this policy will be put into action and should be read in conjunction with the Forward Plan and the Emergency Plan.

2.0 Purpose of Care and Conservation Policy

- To preserve the collections and objects in the care of the National Civil War Centre – Newark Museum
- To maximise the safe use and access to the collections whilst making cost effective and sustainable use of materials, within the limit of the Museum's resources
- To use best practice preventative and remedial conservation methods for the care of the collections, including seeking professional advice when required.
- To ensure collections are secured in a safe and environmentally sound environment

3.0 Ethics and Legislation

We adhere to the following legislation:

- Health and Safety at Work Act (1974)
- COSHH Regulations (2002)

And to the following ethics:

- Museum Association Code of Ethics
- International Council of Museums Code of Ethics

4.0 Personnel and Visitors

4.1 Personnel

This policy is applicable to all staff and volunteers at the Museum. Care of the collections is the responsibility of all involved with the Museum.

The Museum employs a Collections and Exhibitions Team Leader who has overall responsibility for Collections Management.

Any concerns regarding the collections should be reported in the first instance in writing to the Collections and Exhibitions Team Leader or Collections and Exhibitions Assistant or to the Business Manager – Heritage, Culture and Visitors.

The Museum trains all staff and volunteers, who have direct access to the collections, in correct object handling procedures. No untrained personnel are allowed to handle objects from the collections.

4.2 Visitors

Researchers or other visitors working with the collections will be briefed on how to handle the objects they will be working with before commencing their research and will be supervised at all times by a trained member of staff.

5.0 Collections, Object Care and Environment

The collections are managed and cared for in accordance with the sector guidelines set out in Benchmarks in Collection Care and SPECTRUM procedures.

The Museum is aware of the risks to the collections from environmental factors, poor handling, storage and display methods, and of the need to monitor and record the condition of the collections. The Museum cares for the collections in storage, on display and on loan to us by setting and maintaining suitable conditions. The regular monitoring of objects within the museum's collections is vital to identify those in need of remedial conservation and for evaluating the effectiveness of preventative conservation measures.

Where the Museum concludes that it is unable to provide adequate care or accommodation, or if better care and/or access to collections can be provided by other organisations, suitable options will be considered using the Museums Association's Disposal Toolkit to ensure best practice procedures are adhered to.

5.1 Conservation of Individual Objects

The scope of objects collected by the Museum is clearly stated in the Collecting Policy. The conservation requirement of each item will be considered before the acceptance of a donation, and if there is a significant conservation cost attached to an incoming object, it is at the discretion of the Museum to accept or reject the item on those grounds. This will ensure that conservation costs remain manageable. Where an item is refused on conservation grounds, advice will be given to the donor on other collecting institutions they could approach.

A basic condition check of the item is carried out at the time of cataloguing and photographs will be taken to provide photographic evidence of condition. When this check has been completed, the need and urgency of any remedial conservation to be undertaken will be assessed and professional advice sought if required (please refer to section 5.2 and 5.3 of this document)

5.2 Remedial Conservation Treatments

If an object is deemed in need of remedial conservation work, this will be carried out by a trained conservator. We will only use professionally accredited conservators who are featured on the Conservation Register. (Please refer to section 5.3 of this document)

Every effort is made sure that preventative conservation is in place to lessen the need for remedial work. (Please refer to section 5.4 of this document)

5.3 Professional Conservation Advice and Treatment

The Museum will seek advice from professional conservators when needed, who are registered with the Institute of Conservators. Any problems or concerns relating to the care of the collections will be referred by the Collections and Exhibitions Team Leader to an appropriately qualified conservator.

The Museum will check the suitability of any conservators chosen to work on or advise on the collections. A professionally accredited conservator, a conservator listed on the Conservation Register, or a conservator registered with the Institute of Conservation will be chosen wherever possible.

No item within the collections will be modified or altered until advice has been obtained from a suitably qualified conservator.

5.4 Buildings and Environment

The Museum seeks to ensure that all collections are housed in buildings that meet agreed minimum standards of construction and condition. The maintenance of the buildings and their environments are fundamental to the preservation of collections.

As part of the Collections Care Plan, the internal environment of buildings is continually monitored, including cleaning, environmental conditions, housekeeping and pest management, as an aid to achieving the correct conditions to promote the conservation of the collections. Schedules, programmes and equipment are also in place, which meet the standards laid out in Benchmarks in Collections Care.

6.0 Displays, Exhibitions and Loans

6.1 Loans

Both incoming and outgoing loan requests are assessed on an individual basis, and collections care specifications, including preventative and remedial conservation measures, must be in place before the issue of a loan.

The display and conditions in which the loan is to be transported and displayed must be discussed with the Collections and Exhibitions Team Leader at the earliest stage possible.

When an item is loaned to an institution, the Museum will expect regular condition reports to be supplied. Failure to do so may result in the termination of the loan. All terms and conditions, and any other conservation concerns, will be specified in the loan agreement between the Museum and the borrower.

6.2 Exhibitions and Displays

Objects chosen for display are assessed by a trained conservator and the collections team before they go on display, to ascertain their suitability for display, based on their condition. Any cleaning or remedial work will be conducted before the object goes on display. Regular checks are conducted on the object whilst on display to check for any deterioration. Environmental conditions are monitored through a Hanwell Systems radio system and are regularly checked by the collections team. Should an object be withdrawn from display it will be conserved prior to being returned to storage.

7.0 A Sustainable Approach to Conservation

The Museum aims to re-use material as much as possible to prevent unnecessary costs attached to purchasing goods. Packing items with due care and consideration, and storing them in a suitable environment, is another important aspect of preventative conservation. Each item is packed and stored with due diligence to prevent damage whilst in storage and to prevent the need to re-pack items. This will also hopefully minimise the need for future remedial and/or professional conservation treatment. Professional conservation advice and treatment will only be sought when deemed necessary for the care of the object in question. In non-urgent situations, objects in need of conservation will be made available to the conservator at a time suitable to them, to make best use of resources. Each object is assessed on its conservation urgency on a case by case basis.

**The National Civil War Centre
Newark Museum Exhibitions and Display Policy**

Prepared by: Glyn Hughes and Kevin Winter

Date: TBC

To be reviewed:2018

1. Introduction

This policy relates to the objects held by the National Civil War Centre – Newark Museum. This includes all objects in the Museum’s collections which are on display, as well as materials that are on temporary or long term loan from other institutions.

This policy is to be read in conjunction with any loan or collection policies which are currently in place. Changes to the policy are to be determined at the next review date; however pressing changes can be made at an earlier date.

The Museum’s mission is to educate the public through its displays and to become the centre for research and knowledge on the British Civil Wars as well as the history of Newark and the surrounding area.

The new National Civil War Centre – Newark Museum allows for the display of its collection in a permanent space designed to promote the care of the collection and education of the public. The permanent exhibition spaces within the new Museum are dedicated to the two separate stories of the British Civil Wars and Newark and its surrounding area. There are also four temporary exhibition spaces as well as the Tudor Hall, which can be utilized for rotating temporary displays. All exhibitions within the National Civil War Centre – Newark Museum are displayed under the direction, guidance and with the approval of the Museum’s Exhibitions and Collections Team Leader and Exhibitions and Collections staff. Responsibility to ensure the safety of all objects on display, including ensuring all collection and loaned items are displayed within the parameters of individual loan agreements and conservation recommendations, rests with the Museum’s Exhibitions and Collections staff.

2. Purpose and Aims of Permanent Displays and Exhibitions

The primary aim of all exhibitions and displays within the National Civil War Centre – Newark Museum is to provide a comprehensive environment for learning and research relating to the Museum’s main themes of the British Civil Wars and its far reaching consequences, including modern civil conflicts from around the world, as well as the history of Newark and the surrounding area.

Objects from within the Museum’s collection, and those on loan from other institutions, will be displayed in the Museum as they relate to these themes, aiming to expand the public’s knowledge on these areas of our history. The Museum’s purpose is to make the collection available to the public through exhibitions in such a way as to communicate a series of concise narratives relating to the Museum’s main educational aims.

Objects within the National Civil War Centre – Newark Museum will also be displayed with the aim of encouraging participation in educational programs designed to promote learning within the

National Curriculum framework, as well as a way to provide intellectual stimulation and discussion about the British Civil Wars and other modern civil conflicts around the world.

3. Purpose and Aims of Temporary Exhibitions and Loans

The Exhibitions and Collections Team Leader will be responsible for accepting loans into the collection for display purposes. All loans accepted will be related to the museum's themes with the aim of complementing existing narratives or representing new narratives within the Museum's displays.

Please refer to the Museum's Loan Policy for further details.

4. Care of Exhibitions

The Exhibitions and Collections Team Leader is the responsible officer for the objects on display. Whilst on display objects will be subjected to regular monitoring, including condition checks and environmental checks such as humidity, temperature and display furniture, to ensure conservation standards are adhered to.

Please refer to the Museum's Care and Conservation Policy for further details.

NOTTINGHAM TRENT UNIVERSITY – BRACKENHURST CAMPUS DEVELOPMENT – MEMORANDUM OF UNDERSTANDING

1.0 Purpose of Report

- 1.1 To set before the Committee the proposed Brackenhurst Campus Development – Memorandum Of Understanding prepared by Nottingham Trent University in partnership with the District Council and to seek Committee’s approval for the District Council to sign up to it.

2.0 Background Information

- 2.1 Nottingham Trent University (NTU) are considering a range of potential investments in its Brackenhurst Campus, just outside Southwell, to ensure that the site continues to be at the forefront of animal, rural and environmental sciences. In order to increase sustainability of the campus NTU wish to grow student numbers to around 1,700 students, it currently accommodates 1,300 students. The aim is to improve the facilities for students (including accommodation and social space), provide more modern office, teaching and research accommodation and work to promote food and land based businesses on campus. Funding will be by NTU itself and a range of external funding bodies.
- 2.2 Such a large scale and diverse programme of improvements, with varied sources of funding are hard to capture through the more traditional masterplan/SPD approach; therefore NTU have proposed that to provide the context for the development of the campus a Memorandum of Understanding be agreed between the District Council and NTU.
- 2.3 The Memorandum sets out the context for the development of the campus and the role that the District Council and NTU will play. NTU are keen to ensure that the campus is at the heart of the community that its facilities and service complement and enhance Southwell’s. They are also keen to emphasise that NTU Brackenhurst is Newark & Sherwood’s University.
- 2.4 NTU have carried out consultation with a broad range of local stakeholders including Southwell Town Council and have worked with Officers to produce a Memorandum which sets out a vision for the future of the campus, context, key opportunities and aims and a series of development and activity guidelines for future development. The Memorandum is attached at **Appendix A** (*to follow*).

3.0 Proposals

- 3.1 In agreeing to sign the Memorandum the Council would be committing to work proactively together to promote the university and the development of the campus. The Memorandum would provide context for decision making on individual applications, not as policy document, but as a prospectus for change. The Council’s policy contained within the Core Strategy however is very much aligned with the contents of the memorandum and is set out overleaf:

SoAP 2 Brackenhurst Campus - Nottingham Trent University

The District Council will work with Nottingham Trent University and other partners to:

- Support the development of new educational and research facilities at the Brackenhurst Campus.
- Encourage the development of businesses and companies locally which harness the education and research potential of the Campus.
- Ensure that new development does not detrimentally affect the setting of the Campus or the town of Southwell.

3.3 Therefore it is proposed that the District Council sign the memorandum of understanding with NTU for the Brackenhurst Campus.

4.0 Equalities Implications

4.1 None identified

5.0 Impact on Budget/Policy Framework

5.1 None identified

6.0 RECOMMENDATION

That delegated authority be given to Deputy Chief Executive to sign the Memorandum of Understanding with Nottingham Trent University as set out in Appendix A.

Reason for Recommendation

To allow the District Council to sign the Memorandum of Understanding with Nottingham Trent University.

Background Papers

Nil

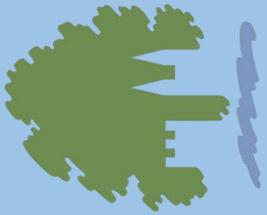
For further information please contact Matthew Norton on Ext 5852 or Julie Reader- Sullivan on 5258.

Kirstin H Cole
Deputy Chief Executive

Andy Statham
Director - Communities



NOTTINGHAM
TRENT UNIVERSITY



NEWARK &
SHERWOOD
DISTRICT COUNCIL

NTU Brackenhurst Campus Development Memorandum of Understanding ★

Andrew Muter	Chief Executive, NSDC
Matthew Norton	Business Manager – Planning Policy, NSDC
Laura Gardner	Senior Planner, NSDC
Oliver Scott	Conservation Officer, NSDC
Julie Reader-Sullivan	Business Manager – Economic Growth, NSDC
Prof Robert Mortimer	Dean, NTU Brackenhurst
Paul Lawton	Head of Estates Service, NTU
Tim Mee	Estate Transactions Manager, NTU and GROW Project Team

The Brackenhurst campus is home to over 1,000 students from the School of Animal, Rural and Environmental Sciences. It is based around a former countryside estate with landscaped gardens and a country house built in 1828.

Throughout its history from a rural college to its establishment as a campus of Nottingham Trent University, almost 20 years ago, Brackenhurst has supported and educated its rural hinterland and enhanced its local community. It has nurtured and attracted skilled people, a large proportion of whom live in the District. It has encouraged enterprise and innovation in the local economy and has generated both direct and indirect employment for local people. In this way the partnership between the community and the university has helped to create prosperity, enhanced productivity in the rural economy and secured a better quality of life for the local population.

It continues to both aspire and innovate, but there is always an imperative to go further; in an internationally mobile market, the community and University need to work collaboratively to both attract, retain and support future students. Brackenhurst must adapt to a changed global economy and must remain at the cutting edge of rural sciences. In the current UK agro-economy, where the costs of production are so close to the price of the commodity the need for greater efficiency and improved productivity and yield is essential. Demand for localised production, food provenance, sustainability and concerns over 'food miles' have increased interest in 'Farm to Fork' initiatives. In a world where millions still go hungry every day, holding back less-developed countries and fuelling conflict and extremism, and where crop and animal disease become resistant to traditional treatments, there is an imperative to support the ability of rural sciences to deliver disease and drought resistant strains and to further the science of animal husbandry. The need to feed a growing, precarious world is no minor challenge; as a world class University, NTU Brackenhurst intends to remain at the forefront of that challenge, and in so doing, it will have huge economic and educational benefits locally, bringing widespread opportunities to the community.

It is recognised that the Brackenhurst Campus is not an island, severable from Southwell or the wider district, it is an integral element of the landscape both influencing and influenced by Southwell and its rural hinterland. It is vital

that it is sensitive to, and responsive to, its context. It must grow and adapt if it is to survive – a number of well-regarded rural colleges have closed in recent years. Necessarily and quite rightly, a rural University must be located in a rural location – however ‘development’ and ‘countryside’ are words that can be perceived to sit uncomfortably together and there is a need to be sensitive to those concerns while recognising the imperative of change.

This document represents a memorandum of understanding (MoU) between Nottingham Trent University and Newark and Sherwood District Council. It establishes a partnership between Nottingham Trent University and Newark and Sherwood District Council to support and encourage the appropriate and contextually responsive development, management and enhancement of Nottingham Trent University Brackenhurst in a way that enables NTU and the local rural economy to go from strength to strength.

The MoU is intended to support and direct the continued improvement and development of the Brackenhurst Campus and its environs. It recognises that there is a mutually beneficial relationship between the success of the University and the success of the local economy. The MoU identifies opportunities for enhancement and growth that will maintain Brackenhurst’s position as a world leader in rural sciences, entrepreneurship and food production, and ideas that will generate more value for the district and community than they actually cost to create.

It provides a flexible and enabling framework for change which provides the confidence for future investment and innovation. It will enable NTU to educate with ease and efficiency, able to adapt to changes in demand and need.

The MoU places the sustainability agenda at the heart of these ambitions. Through design, technology and by meeting the day-to-day needs of students, the campus can become more energy efficient and reduce the need to travel. It highlights an ambition to open up the Campus to a wider public, to showcase its work and to act as a gateway to the wider University and rural sciences more generally. Its aim is to combine high quality, responsive design and diverse social, cultural, leisure and economic activity, to create a self-sustaining place where students and local people will want to be in and will come together to enjoy collective interaction.

There already exists a solid basis for taking forward the sustainable, responsive growth agenda:– a defined and well established campus ; strong leadership and support, with control over a wide estate; and, an adopted planning framework which actively facilitates and encourages positive change and innovation. However, effectively managing change and improvement requires certainty and control; the MoU will help the University to support the Council’s management of the Campus’ growth and ensure the maintenance of a high quality environment.

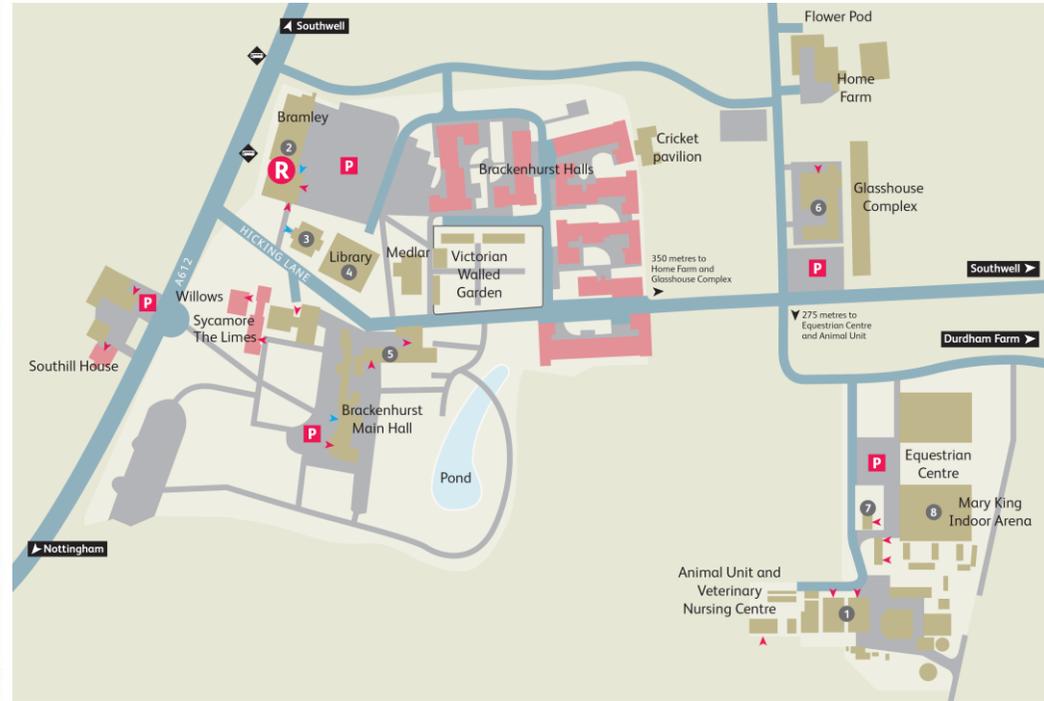
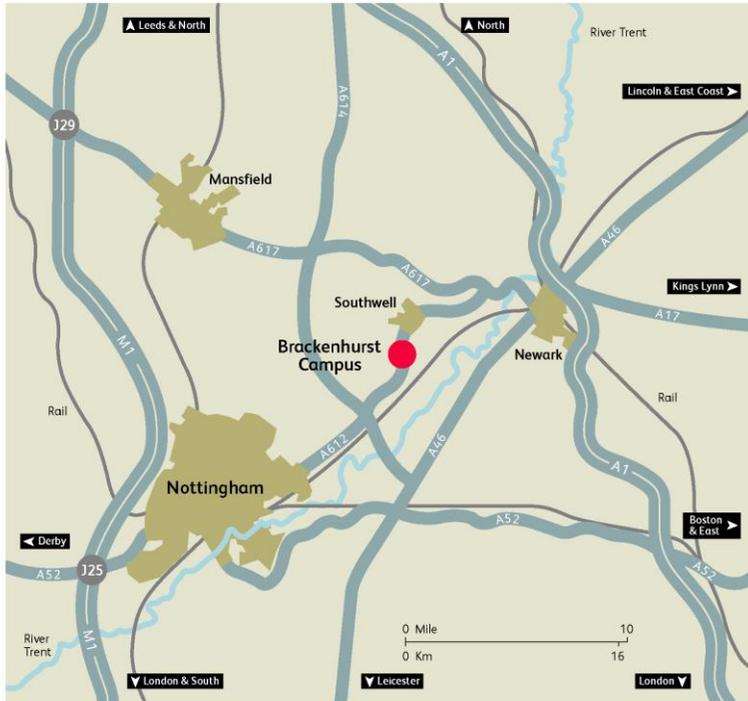
In addition it provides a mutual understanding about the University’s ambition to ensure that campus management takes place in a way that facilitates and supports its delivery. It is, ultimately, about communication and establishing a line of conversation and a partnership, where visions can be shared, innovations facilitated and issues resolved.

Brackenhurst Maps

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★ The Brackenhurst Campus



★ Background

NTU Brackenhurst is Newark and Sherwood's University. It has been a centre of excellence in education and training for over 60 years. During this time the character of the house, gardens, grounds and parkland has been retained, maintaining a friendly atmosphere and beautiful working environment. It has supported and educated its rural hinterland and has encouraged enterprise and innovation in the local economy generating both direct and indirect employment for local people. As such there is an obvious mutual interest in securing its future and improving its presence, relationship, functions and linkages to the wider District.

Since NTU took custodianship it has engaged in a constant programme of environmental and building improvements, renewal and enhancement. New teaching blocks and laboratories, new student accommodation, a new animal unit and veterinary nursing facilities and a revamped Equestrian Centre have sought to create the necessary teaching and observational space to match research projects and ambitions.

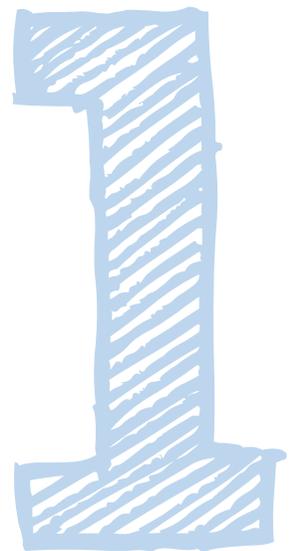
The campus is constantly being developed and has benefited from a high level of both internal

and external funding to achieve the unique, friendly feel the campus has today

Most recently, £2.75 million has been invested in a new library built to the very highest environmental and design standards. These recent developments have applied a striking and innovative, but contextually sensitive approach to institutional architecture, with a significant emphasis on the spaces around the buildings.

Despite the quality of the campus and the amazing work that it does, there remains a missed opportunity to share this unique environment with the wider district. There is a desire and a need to emphasise that this is Newark and Sherwood's University and to promote inclusivity. Further, despite the high quality of recent developments, there remain a large number of less sensitively designed, dated and poor quality, modular educational buildings that are unfit for purpose; a huge maintenance liability and unsympathetic to the heritage assets within the campus.

Fundamentally, the campus must modernise, change and adapt to a rapidly changing world. Advances in education, understanding and technology have changed the needs of students and researchers and the campus must keep pace. Without continued improvement and



upgrade it risks becoming uncompetitive and increasingly unable to sustain its role and function.

There is a need to continue to develop the site at Brackenhurst as a supportive hub of the rural economy. This not only extends to the wider Newark & Sherwood District, but towards national importance in the high calibre of learning, teaching and the sharing of knowledge it creates, and the graduates that go on to play a part in the rural productivity drive. It is a good indicator of local economic success to have high retention rates of skilled graduates in the surrounding area of a University site, which is why Brackenhurst is so pivotal to the local economy and rural productivity in general. Newark & Sherwood is a vibrant district with great potential to retain such a skills base.

★Purpose of the Memorandum of Understanding (MoU)

This MoU establishes a partnership between Nottingham Trent University and Newark and Sherwood District Council to support and encourage the development, management and enhancement of the environment that is encompassed by the Brackenhurst Campus

The primary purpose of the MoU is to support an enabling framework for responsive change and adaptation within the Campus. It will support the continuing enhancement of the area, ensuring that development proposals

come forward within an agreed framework, and that small-scale improvements are linked to an over-arching area strategy.

The MoU is intended to support and direct the **continued improvement** of the Campus and its environs. It recognises that there is a **mutually beneficial relationship between the success of the University and the success of the District**. The MoU identifies opportunities for **greater community access and interaction**. It provides a **flexible and enabling framework for change** which provides the confidence for **future investment and innovation**.

The MoU places the **sustainability agenda at the heart of these ambitions** and will focus on the desire to create a self-sustaining place where students and local residents will want to be in and will come together to enjoy collective interaction.

There already exists a solid basis for taking forward the sustainable, responsive growth agenda:- a defined and well established campus ; strong leadership and support, with control over a wide estate; and, an adopted planning framework which actively facilitates and encourages positive change and innovation. However, effectively managing change and improvement requires certainty and control; the MoU will help the University to support the Council's management of the

Campus' growth and ensure the maintenance of a high quality environment.

★Roles and Responsibilities

Land control within the Brackenhurst Campus is effectively split between Nottingham Trent University, which owns the land, and the Newark and Sherwood District Council which is the regulatory authority managing development consents and policies. Together, this creates a unique opportunity for the two organisations to work in partnership to develop and manage this key part of the District estate.

There are significant challenges in managing any environment and in driving forward change and growth in a contextually sensitive and inclusive way that enables the widest possible benefit to be derived.

Like many Districts where the economy has traditionally focussed on primary industry, Newark and Sherwood is dealing with the challenges of post-industrialisation and the MoU provides an opportunity for the enhancement of the Brackenhurst campus to support the development of the rural economy.

Further, it is recognised that there are tensions between the needs for regulatory control over development and activities within the Campus, in order to protect the wider amenities of the District, and the need to avoid stifling creativity and innovation through over-regulation or an over cautious, prescriptive approach

This document is intended to ease these tensions by providing a memorandum of understanding and a growth and visionary context for applying the regulatory framework.

★ Vision

The aim of the MoU is four-fold:

- To improve the student experience, encourage success and attract new talent;
- To engender a partnership approach to the development of the Brackenhurst Campus to deliver world class educational facilities and support the District's economic, social and physical development;
- To set out a place-based approach to managing land use and development issues;
- To deliver a culture of positive facilitation and consistency from both institutions in regulatory matters in support of achieving the vision.

The **key objectives** of the MoU are:

- *Encourage the creation of a 'Countryfile' campus*
- *Create a better 'sense of arrival'*
- *Support and improve the development of a sustainable rural economy and agricultural practices*
- *Deliver world class laboratory facilities*
- *Meet the educational and accommodation demands of up to 1700 students by 2019*

- *Facilitate innovation in land use and activity and encourage visitors as a gateway to learning and the wider NTU*
- *Encourage a range of 'farm to fork' food experiences and outreach to schools*
- *Showcase the dynamic global research happening on campus*
- *Establish a mutual consultation framework for the management of buildings and spaces*
- *Encourage a coordinated approach to urban design and environmental management*
- *Set an overarching and widely understood context for campus improvements of all scales, including smaller developments that are required to support NTU operations and which facilitates wider enhancement.*
- *Respect the historic urban structure and key historic buildings*
- *Work with policy as a platform for an adaptable and responsive campus*

These core objectives are encompassed within the following **vision statement**:

'The Brackenhurst Campus will develop its role as a leading sustainable rural sciences campus where localised production and provenance sit alongside a global ambition to deliver world class, world changing laboratories.'

New leisure opportunities and visitor attractions will increase public use and will provide opportunities for social interaction, showcasing the University's work, and enjoyment of the environment. The campus will be a gateway to learning, and will help bring people together, and get them talking, building social capital, in a way that is specifically connected to the place. This will encourage communication between the student and permanent communities.

The Campus will work hand in hand with the District's rural and urban communities, supporting and procuring local talent, skills and produce, to further drive the rural economy in which it sits

It will encourage graduates to stay in the District and it will be a place spoken of in glowing terms by those that move elsewhere.

The Brackenhurst Campus will be a place that generates more value for the District and community than it actually costs to create.

The enhancement of the Campus will be an inclusive and collaborative partnership between the University, Newark and Sherwood District Council and local stakeholders. The Council and the University will be the proactive advocacy team.'

★ *“The Brackenhurst Campus will develop its role as a **leading sustainable rural sciences campus where localised production and provenance sit alongside a global ambition to deliver world class, world changing laboratories”***



★ Brackenhurst is Newark & Sherwood's University



★ Context

To fulfill joint ambitions and to make a contribution to supporting the ambitions of the wider District, the University and the Council need to identify and deliver in partnership, the key opportunities for development and improvement within the Brackenhurst Campus that will collectively meet the aspirations of the students and local people. Studies have identified the importance of regulatory authorities across the world working in partnership with 'key anchor institutions' such as universities, in order to implement their economic plans

The MoU recognises that the ambitions of the University and the District are uniquely interrelated, with a world class, higher and further education institution able to attract the best students, who make a significant contribution to the wider economic and cultural life of the rural hinterland - a community that has given its students a positive and fulfilling experience through their studies has a better chance of retaining the best and brightest as key entrepreneurs and drivers in the rural economy.

It also responds to the difficulties associated with the regulatory process of place management; it is relatively easy to support and sign up to exhilarating new architecture and landscape improvements, but less easy to contextualise the rather less glamorous drains,

temporary buildings, car parking, renewables etc, that form the necessary infrastructure required to support and deliver the overall growth and improvement. The MoU seeks to give the unglamorous a context, within which seemingly piecemeal planning applications can be understood at an institutional level.

Most of the time these issues are modest, easily resolvable, and not a threat to institutional goals. Such tensions are inevitable and normal, however, they can be diffused and reduced, where there is a collective and structural understanding of mutual ambitions and aspirations, and a working partnership to ensure effective communication and problem solving.

The ambitions for the campus are much more than sporadic aspirations. The opportunities and aims identified in this Memorandum have been directly informed by research into the future needs of the Campus. This research has focused on educational, technological, environmental and operational needs to identify potential areas of enhancement.

The '**Spaces**' research concluded that the Campus, has areas of both quality and weakness and has highlighted the operational, physical, landscape and heritage constraints and opportunities.

The '**Motives**' research has explored the needs and aspirations of staff and students while

numerous stakeholder engagement and consultation event have taken place with local resident groups; University Alumni; 240 staff residents of Southwell; Robert Jenrick MP;

Mark Spencer MP; and, the Southwell Town Council, to explain the work on campus and to seek the views of residents and visitors.



Key Project Aims

- ★ **Establish a collaborative working partnership with the Council**
- ★ **Produce a Memorandum of Understanding which sets an enabling framework for improvement**
- ★ **Enhance the rural economy and develop opportunities for rural science start-ups and showcasing 'farm to fork' production**
- ★ **Create a fantastic, accessible and inclusive place with a welcoming and sustainable environment**

★ Key Opportunities and Aims

Flagship to replace 'Clasp' building

There is a significant and pressing opportunity to replace the dated, unsympathetic and costly to maintain modular 'Clasp' buildings with a purpose built, sustainable, modern 'arrival' building.

This building would incorporate a main reception and arrival areas, distinctly and legible within the site. It would include a visitors' centre to welcome and inform the public of the works and opportunities within the campus. Visitor facilities would be provided such as a year round café offering locally sourced 'farm to fork' and 'Totally Locally' produce prepared on site.

It would provide a lecture theatre, which, incredibly, the campus has never had. This will be of sufficient size to contain a cohort of students for graduation ceremonies etc

The building will provide a defined social space for students, which again has never been previously facilitated on campus, alongside improved staff offices.

Library

As noted earlier in this document £2.75 million has been invested in a new library built to the very highest environmental and design standards. Its popularity is unprecedented and it is regularly full, with space at a premium and students having to reserve slots.

With additional student numbers this pressure will increase and there is the potential to expand the facility, repeating the excellence in design and energy efficiency.

Workshop Area

The workshop area lies to the east of campus and is long overdue a revamp and enhancement. With the science of agricultural and horticulture being significant development areas, with world changing opportunities, there is a chance to improve provision and to replace the existing glasshouses; research is ongoing into vertical greenhouses, with the potential to deliver vastly improved productivity using reduced levels of resources and the long term promise of reducing world hunger – there is an opportunity for NTU to be at the vanguard of this revolution.

In a related area there is an opportunity to deliver vastly improved facilities as part of an Environment Centre, housing geography and environmental students – who currently have no defined area of the campus. Aligned to the subjects, the building would be of the highest specification and environmental efficiency.

This is also the area in which school parties are currently invited and where children are given a unique opportunity to discover agriculture and to learn about sustainable food production and healthy eating. There is a desire to provide new and bespoke classroom facilities for Nottinghamshire County Council education where children can experience farming in a real and comfortable environment and where they can be introduced to the work of the University and the opportunities in further and higher education at an early age. In this way the potential to raise skills is instilled early.

There has been huge interest in the opportunity to provide further food and drink business incubator units to support student placements. NTU has as significant legacy of working with business to nurture entrepreneurship and to provide opportunities for students. It remains at the forefront of business partnership schemes.

Home Farm

Home Farm is the original farmstead within campus and maintains a traditional form and function. It is in need of repair and upgrading, but its operational format remains of significant interest even in the context of modern agriculture and there is the potential to reutilise the traditional layout in a creative and innovative way.

Ideas include improvements to the traditional lambing facilities with potential to enhance 'lambing live' as a unique and educational, seasonal visitor attraction.

Initial discussions have taken place regarding the potential for a micro distillery using local produce e.g. Bramley apples, building upon the burgeoning interest in micro brewing and local provenance.

Equine Area

The equine area lies to the south east of the campus site. In 2011 the Equestrian Centre underwent extensive refurbishment to create the necessary teaching, riding and observational space to match the Universities research projects and ambitions.

Five years later and it is out of date, reflecting the fast moving pace of change that the campus must work within if it is to keep ahead of the innovation curve.

Facilities like the equestrian centre becoming out of date represent a considerable risk to the institution if it is unable to adapt and respond rapidly.

As such, a state of the art new arena is required to compete with alternative facilities if Newark and Sherwood is to retain the likes of the National Dressage Team who train at the campus facilities.

Just south of the equestrian centre is the Animal Unit and Veterinary Nursing Centre. There is a pressing need to develop an endangered species recovery unit, supporting and showcasing NTU Brackenhurst global reach and research.

Main Hall

The Main Hall is the centrepiece of campus and the key, listed heritage asset. It is a wonderful, exemplary building but it also poses substantial challenges in terms of energy efficiency and maintenance. Notwithstanding these challenges it is an asset that NTU takes huge pride in as custodian.

Its age and fabric unfortunately mean that it is increasingly unsuited to modern educational uses and it is less and less used. However, within the wider context of Brackenhurst's ambitions, this provides an opportunity to

facilitate new supportive and complementary uses – there are numerous ideas

Campus-wide Opportunities and Issues

With the increase in student numbers, the need for increased student accommodation in the order of 150 bed-spaces has been identified. It is noted that unlike an urban campus, students at Brackenhurst don't tend to live in private rented housing in their second and third years and prefer to remain on campus in halls of residence. Without on campus facilities, student are forced into less suitable, scarce rental accommodation in Southwell where lifestyles can be incompatible with those of permanent residents. It is stressed that more student beds are needed even without expansion of the campus or student numbers.

With reference back to development which facilitates operational continuity and new works, this will inevitably require a need for portable / temporary buildings to be stationed on the site as work progresses, for various periods of time. It is recognised that the need for such buildings (while never ideal) will be a requirement of the growth plans and that applications for temporary buildings have to be seen in the context of delivering the overall vision.

Operational Issues relating to internal roads, car parking arrangements and street lighting are vital in ensuring the delivery of safe and effective pedestrian and vehicular routes which

minimise the potential for user conflict and protect the local environment. The support for local bus services is stressed and it is recognised that without NTU students the bus service serving the Campus is unlikely to continue.

As noted throughout this document the campus provides a unique, beautiful, tranquil and contemplative environment in which to learn and experience. The mix of heritage, landscape, husbandry, environment and ecology combine to create positive and revitalising atmosphere. Within the context of a rural sciences campus and the opportunity to improve visitor access, there are literally hundreds of opportunities to create and enhance habitat, landscape and the environment in a way that produces positive chance and additional therapeutic learning opportunities.



★ **The campus
provides a
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★Development Objectives

The development and enhancement of the Brackenhurst campus is supported within adopted planning policy, which sets a context of a permissive framework for future development.

There is little controversial about the joint ambitions of NTU and NSDC and future development proposals within the campus will reflect adopted policy. However this MoU is about more than identifying potential uses on Campus, it is about establishing a partnership to ensure that the management and regulation of the Campus enables the core activity of education to take place easily and efficiently and in a way than can adapt swiftly to protect the interests of the Campus and the District.

Other Land Uses

In line with both national and local planning policy the Brackenhurst Campus will support a mix of ancillary uses, including visitor and student facilities, student accommodation, offices, community facilities, restaurant, leisure, entertainment facilities, improved open space, business incubator units.

In addition, there are significant opportunities within the campus for the University and its affiliates to hold relevant events.

Design and Conservation

All development proposals within the Campus will comprise high quality contextual design that respects and responds to local character and distinctiveness. The Main Hall is a Grade II Listed building and there are several other designated heritage assets. There are a number of key buildings which currently detract from the importance of these assets.

Development proposals will carefully regard the area's existing form, function and structure. Consideration will also be given to existing building scale and massing, and new development will build on positive existing elements to enhance character.

Nottingham Trent University will work with the support of the Council's heritage and design advisors to ensure that new development proposal carefully consider the Campus's heritage assets and where appropriate identify, value, conserve, restore, re-use and incorporate heritage assets. Development proposals affecting heritage assets and their settings will conserve their significance and will be sympathetic to existing form, scale, materials and architectural detail.

Design proposals, their location and schemes of lighting, will be sensitive to landscape issues and will seek to ensure that the impacts on key views from Southwell are minimise and mitigated.

Circulation and Access

Nottingham Trent University and the Council will work collaboratively to ensure that new development on the Campus contributes to improving and supporting the area's connectivity across pedestrian, cycle and bus movement networks, and promotes considerate transport choices to lessen potential impacts on the local environment. The Council and the University will support schemes which prioritise pedestrians and cyclists.

In line with planning policy development on the Campus will support aims to reduce the need to travel by car, will encourage walking and cycling and will utilise and promote existing local public transport linkages.

There is much opportunity for improved legibility and permeability across the area, improved walking and cycling routes and protection and enhancement of the historic character of the area.

Inclusive Design

Inclusive Design is not a fixed set of design criteria but an evolving philosophy that aims to produce aesthetically pleasing, functional environments that can be enjoyed by everyone, taking into account age, gender and disability.

NTU and the Council will seek to ensure that any new development within the Campus

- can be used safely, easily and with dignity by all regardless of disability, age, gender, ethnicity or financial circumstances;
- is convenient and welcoming with no disabling barriers, so everyone can use it independently without undue effort, separation or special treatment;
- is flexible and responsive taking account of what different people say they need and want, so people can use it in different ways; and
- is realistic, offering more than one solution to help balance everyone's needs, recognising that one solution may not work for all.

Sustainability

Sustainability is a core principle of both Nottingham Trent University and Newark and Sherwood District Council. Any new development within the Campus will seek to minimise carbon emissions and contribution to climate change

High standards of sustainable design and construction will be achieved to improve the environmental performance of new developments, and so adapt to the effects of climate change over their lifetime.

Landscape and Biodiversity

The University has an aspiration to significantly improve the natural landscape of the campus

and to enhance and introduce new habitats, open spaces and green linkages. The aim is to provide more restful and contemplative spaces for staff, students and visitors, to improve health and wellbeing, encourage 'dwell time' and enhance the overall appearance of the Campus.

Opportunities for habitat creation and to encourage biodiversity will be maximised in new development proposals and will be supported by the Council.

★ Together,
NTU and NSDC
represent a
formidable
team for the
promotion of
the District at a
regional,
national and
international
level

★Strategy for Delivery

This Document is a memorandum of understanding based on a joint vision for the growth and development of the Brackenhurst Campus as Newark and Sherwood's University.

It recognises that the University and the Council have a significant joint interest in the social, economic and educational development of the District. It recognises that working positively together to deliver environmental change will have far-reaching benefits that far exceed the cost of implementation. Together, Nottingham Trent University and Newark and Sherwood District Council represent a formidable team for the promotion of the District at a regional, national and international level.

While it focuses on development as a driver of change and improvement delivery, it recognises that there is a need to understand the links between the physical reality of places and everything else that contributes to the experience of that place.

Linking, integrating and bring together different sectors to deliver positive change requires place leadership. This MoU is not simply a matter of making the case for the built environment, it commits to mutual, active engagement in making positive things happen in a different way.

Place Leadership comes through mutual understanding, and this MoU is designed to ensure that the overall aims and aspirations of the Brackenhurst Campus are understood by those who regulate development and change. This will avoid misunderstanding and will ensure that the end goal is not lost in decision making on individual schemes.

It will also help to ensure that 'due process' is delivered **expediently, efficiently and as a creative process to deliver positive change**. It recognises that the needs of users evolve rapidly and there is a need to respond quickly to innovation.

At its most basic level, this MoU is about a conversation – it is about people within Nottingham Trent University and the Council talking to each other and understanding their mutual ambitions.

★Consultation and Involvement

As noted at the beginning of this document, one of the key objectives is to establish a mutual consultation framework, between NTU and NSDC

To this end, communication is key, and the very process of developing this MoU is already paying dividends in the effective delivery of on Campus development.

The production of the MoU has involved cross departmental working groups within NSDC facilitated by the Chief Executive and the Planning team and the Estates team at NTU. Relevant service heads and stakeholders have been directly involved in the development of this document. At an early stage, the context and opportunities identified were directly informed by a series of extensive consultations with key users and stakeholders.

★Communication

The delivery and implementation of this agreement will be pursued through a twice yearly forum involving key service personnel from the Council and Nottingham Trent University. Within four weeks of both parties formally signing the MoU, a first meeting of the forum will be convened to agree process on specific genres of activity.

The forum will act as the advocacy partnership to explore opportunities for environmental improvement and development within the Campus and will provide a resource for exploring regulatory and environmental management issues that need mutual agreement or resolution.

★Business Day to Day

Within the context of the MoU it is recognised and understood that both NTU and NSDC have to carry out their day to day functions in accordance with due process. The MoU will help to facilitate the mutual business areas of the organisation by engendering trust and working relationships between key service areas at a personal level. This is an essential element of Place Leadership

To this end, the forum will establish a key contacts list, enabling efficient lines of direct communication between those personnel best placed to understand, assist, facilitate and resolve issues arising. The list will identify names, contact details and areas of responsibility and will primarily be made up of forum members.

Delivering effective place management is not simply about grand and aspirational projects and will require dealing with the minor, mundane, difficult and unglamorous with a holistic view. Signing up to dazzling new architecture is relatively easy compared to dealing with seemingly minor issues, but which can have a significant impact on the character and experience of a place. The forum will establish the routes of communication that will make dealing with day to day issues easier and more efficient.

In essence, this MoU is about delivering mutually understood, positive change through person to person conversation. Organisations cannot talk to each other, only people can.

★Monitoring and Review

The Document is a memorandum of understanding which commits NTU and NSDC to positive engagement and a collaborative approach to Place Leadership within the Brackenhurst Campus.

While no formal monitoring is proposed, the forum members will review the success and merits of the MoU as a standing item. To a great extent the success of the MoU will be measured by the success of the Campus in enhancing the environment, and by the feedback from users through the annual student survey.

Subject to the findings of further consultation work and the feedback from the forum, the MoU will be refreshed and reviewed as necessary. The Outline Opportunities and Aims will be a live document subject to change and review. Following the review of the Local Plan, consideration will be given to whether a more formal expression of development proposals should be prepared to support overarching policy.



LOCAL DEVELOPMENT FRAMEWORK PROGRESS REPORT

1.0 Purpose of Report

- 1.1 To update Members on the progress of the various elements of the Local Development Framework (LDF), including the Community Infrastructure Levy (CIL), contained within the Local Development Scheme (LDS) timetable, and seek approval for an altered approach.

2.0 Background Information

- 2.1 The current LDS was adopted by Economic Development Committee on 31 March 2015.

3.0 Progress

- 3.1 Work on the Plan Review and on the Community Infrastructure Levy review continues; however we will not be in a position to carry out a comprehensive consultation on all elements of these reviews in the way that we had initially envisaged in June and July. This is because of delays in various elements of the evidence base work. **Appendix A** sets out the position of each of these, but in summary procurement problems mean that the infrastructure and flood risk work has been delayed which in turn means that site review work cannot be completed. Similarly delays in securing market information relating to CIL have delayed the production of the Preliminary Draft Charging Schedule.
- 3.2 Elements of the Plan Review work however will be shortly ready for consultation and therefore it is proposed that rather delay the whole process that initially consultation on those elements – which relate to strategy - be undertaken between July and the first week in September and that the sites and other remaining issues, including the Preliminary Draft Charging Schedule, would be consulted upon during September and October. Consultation during the summer is not ideal but by extending the consultation to the first week September will provide over two months of consultation for consultees to respond.
- 3.3 It is proposed that given Economic Development Committee will not meet again until the middle of September that delegated authority be given to the Deputy Chief Executive in consultation with the Local Development Framework Task Group to prepare the Plan Review Preferred Approach and the Preliminary Draft Charging Schedule for Public Consultation. It should be noted that as with previous site specific elements of plan making we will be consult Members on proposals in their wards to enable them to provide feedback on proposed additions and amendments.
- 3.4 Once the Preferred Approach consultations have been undertaken it will be necessary to amend the LDS to reflect updated timescales.

4.0 Impact on Budget/Policy Framework

- 4.1 None identified.

5.0 Equalities

6.1 An Integrated Impact Assessment is being prepared alongside the Plan Review process to ensure that the impact on minority groups of the proposals are considered as part of the policy making process.

7.0 RECOMMENDATIONS that:

- (a) Committee note progress towards meeting the timetable of the adopted Local Development Scheme;**
- (b) Committee agree the proposed approach set out in Section 3; and**
- (c) delegated authority be given to the Deputy Chief Executive in consultation with the Local Development Framework Task Group and relevant ward Members to finalise and consult on the Plan Review Preferred Approach and the Community Infrastructure Levy Preliminary Draft Charging Schedule for public consultation.**

Reason for Recommendations

To ensure that the consultation on the Plan Review and CIL Review occur as soon as practicable.

Background Papers

Local Development Scheme March 2016.

For further information please contact Matthew Norton on Ext 5852

Kirstin H Cole
Deputy Chief Executive

LDF EVIDENCE BASE PROGRESS

Key to Table

Is the element on target?	On target	Delayed by 1 Month	Delayed by more than 1 month

LDF EVIDENCE BASE DOCUMENT	STATUS	ON TARGET?	CURRENT STATUS
Housing Market and Needs Assessment	Complete		DCA produced document presented to Homes & Communities Committee and adopted by the Council – however we will have to consider the impact of Housing & Planning Act
Strategic Housing Market Assessment – for Nottingham Outer HMA (SHMAA)	Complete		GL Hearn’s final document produced and presented to Nottingham Outer HMA members and officers.
Nottingham Core HMA & Nottingham Outer HMA Employment Land Forecasting Study (ELFS)	Complete		NLP have produced the final document.
Newark & Sherwood Town Centre and Retail Study	Underway		Cater Jonas appointed it is anticipated that we will have a draft by the end of June. Final document for mid July.
Strategic Housing and Employment Land Availability Assessment (SHELAA)	Underway		<p>Owner/developers of existing allocations contacted to check status.</p> <p>Called for new sites (both housing and employment) to ensure we have an up-to-date understanding of land supply.</p> <p>Site Visits and Initial Appraisals underway both existing and new sites are being appraised.</p> <p>Anticipated completion July/August 2016</p>
Infrastructure Delivery Plan (and Transport Study) (IDP)	Underway		WYG who undertook the previous IDP and Transport Study have been appointed to undertake this work. They have advised that a separate transport study is not required because of the level of work that has been undertaken as part of work around Newark and the transport elements will be folded into the IDP.

			The production of the Baseline report of the IDP well underway, Draft IDP identified for the end of June, and final IDP August 2016.
Strategic Flood Risk Assessment (SFRA)	Underway		<p>Consultants WYG appointed initial start-up meeting held, meeting with stakeholders to be held in mid June.</p> <p>Anticipated that the Level 1 SFRA will be available end of July Level 2 SFRA completion start of September 2016</p>
Water Cycle Study (WCS)	Underway		<p>Consultants WYG appointed initial start-up meeting held, meeting with stakeholders to be held in mid June</p> <p>Anticipated that the Outline WCS will be available end of July Detailed WCS completion start of September 2016</p>
Viability Assessment of the Plan	Underway		Linked to work on the Community Infrastructure Levy – once the level of combined contributions is identified (i.e. developer contributions and draft CIL Rates) then the testing of plan viability can be undertaken.

GENERAL FUND BUDGET PERFORMANCE REPORT – DRAFT OUTTURN TO 31 MARCH 2016

1.0 Purpose of Report

1.1 This report compares the General Fund Economic Development Committee net expenditure for the period ending 31 March 2016 with the profiled budget for the period.

2.0 Background Information

2.1 The Council's Constitution states that the Section 151 Officer shall present to the Policy & Finance Committee, at least twice in each financial year, budgetary control statements showing performance against the approved estimates of revenue expenditure and income. The appropriate Chief Officer will report on any major variances from planned budget performance.

2.2 It also states that budget performance monitoring information shall be provided to the appropriate Committee on a quarterly basis.

2.3 Where it appears that the amount included under any head of the approved budget is likely to be exceeded or the budgeted amount of income under any head is unlikely to be reached then budget officers are required to find savings elsewhere in their budget. In circumstances where savings cannot be identified it will be necessary to consult with the Section 151 Officer and ultimately take a report to the Policy & Finance Committee.

3.0 Proposals

3.1 The attached appendices detail performance against budget for the period to 31 March 2016 for those budgets within the remit of the Economic Development Committee. This report considers the costs of providing services rather than 'below the line' costs such as borrowing costs and interest, contributions to and from reserves, government grants and income from Council Tax and retained Non Domestic Rates.

3.2 The format of the report identifies direct expenditure, i.e. employee costs and running expenses, both of which can be controlled by the budget officer, however central recharges and capital charges, are not reported as they are largely outside their control. Income is shown separately. The figures do not include recharges for support services (either income or expenditure). A significant number of transactions take place 'below the line', i.e. shown in the General Fund account rather than identified to a particular service. This is in line with the CIPFA Code of Practice and includes such things as transfers to and from reserves.

3.3 Under the Accounting Code of Practice Local Authorities are required to show capital charges for the use of their assets based on the current market value. These amounts are included within the estimates to show the true cost of delivering local services however they are reversed 'below the line' in the overall cost of services therefore not impacting on the Council Tax payer. Variations on 'capital charges' are therefore not an area for concern.

- 3.4 The introduction of International Financial Reporting Standards (IFRS) for the financial year 2010/2011 has resulted in a change in the way the Council accounts for grants received from third parties. These changes mean that income and expenditure is charged direct to the service accounts and, at the year end, any under spend is transferred to reserves and any overspend is transferred from reserves.
- 3.5 Support services (e.g. HR, Financial Services, Business Unit management – such as Leisure Centres) are charged to individual budget heads at the end of the financial year and are reported here for noting only. The direct costs of providing those services are scrutinised as part of the relevant Committee.
- 3.6 Capital charges are applied to accounts at the end of the financial year and are reversed 'below the line' so has no impact on the Council Tax payer. These are reported here for noting only.

4.0 Performance Comments

4.1 The total for direct service net expenditure shows an under spend of £630,534 against the profiled budget for the period to 31 March 2016. All Managers are very aware of the current financial environment and challenges facing local government in the future and are ensuring that only essential expenditure is incurred. Officers from Financial Services are working with service managers to ascertain where any further savings can be achieved across all budgets this year and as any savings are identified they will be vired to a central 'pot' and built into the base budget for 2016/17. The detailed performance figures are shown at **Appendix A**.

4.2 Variations from the profiled budget to 31 March 2016 are itemised below:

4.2.1 Employee Costs - £156k Underspend

- Vacant posts within **Building Control** (this service has now transferred to SKDC) £28k (there will be a below the line adjustment at year end which will ensure this is zero).
- **Carparks and Markets** £12k (unpredictable demand).
- **Development Management** have underspent by £112k, the main reason for this being they have received a contribution from the Capacity Fund grant at year end of £109k, the grant had to be utilised prior to 31.03.16 and has been used for Development Management staff. The service has requested that this element of the underspend be put to reserves to be utilised in future years. This request as with all requests for reserves will be reviewed by the S151 officer when the accounts 15/16 are finalised. The balance is made up from small over and under spends across service area.
- ***The Underspend against Employees general will amount to £20k (Carpark & Markets £12k & CIL £8K) if proposed movements to reserves are agreed and the below the line adjustments are made.***

4.2.2 Premises Costs - £31k Underspend

- Small underspends across most service areas on **Repairs and maintenance** budget are reflected in this underspend totalling £8k, the cause is that the budget is mainly demand led but work demands on devolution and the Lorry Park has taken priority. Savings of £19k have been achieved on **Non Domestic Rates** budgets as a result of high or full unit occupancy at some of our workshops and other properties reducing the council's liability.

4.2.3 Transport - £11k underspend

- The £11k underspend is made up of small underspend across the service on Car Mileage

4.2.4 Supplies and Services - £201k

- **Advertising** of £15k across service area. The main contributor to the underspend been Carparks and markets who underspent by £8k.
- A collective underspend against **Contractual services** of £40k, this is due in main to underspends against Building control £7k (there will be a below the line adjustment to remove at year end), Planning policy £7k and also carparks collectively contributing £15k.
- The largest underspend is against **Professional services** which totals £110k, this is made up of:

The Newark Growth Point, underspend at year end of £44k. This has been offered up as a permanent saving in 2016-17 and budget reduced accordingly. An underspend of £14k showing against Growth investment fund which is due to lack of expected interest in the loan scheme, professional services to examine why businesses applications are not as high as budgeted. Also underspend of £37k against Local development framework, this is due to the delay in the start of projects, there will be a request to move into reserves at year end to support the projects that have been agreed but not started as yet. The remainder of the underspend against Professional services is due to a number of small underspends across service area.

- There is an underspend indicated against Building control **Fee earning** totalling £41k, there will be a below the line adjustment at year end to move balances against Building control line to reserves.
- ***Ultimately the underspend against Supplies General if proposed movements to reserves are agreed and below the line adjustments are made will be £92k (Advertising £15k, Contractual services £33k and Newark growth point £44k).***

4.2.5 Total Expenditure - £154k underspend

- Total anticipated underspend against Economic Development post 'below the line' adjustments for Building control and also if requests for Reserves are granted will total £154k.

4.2.6 Planning income - £12k underspend

- The over achievement of income within planning is primarily sat within Development management. This is made up of pre application charges of £9k

4.2.7 Building Control - £68k underspend

- Building control has transferred to SKDC – the income includes receipts in advance of £108,586. This is partly offset by reduced Building control reg dep plans and inspection fees of £40k, there will be a below the line adjustment at year end to move balances against Building control line to reserves. ***This income line will balance to zero at year end.***

4.2.8 Workshop Rents - £89k underspend

- Rental Income at the workshops has over achieved by £89k. Occupancy levels are currently running at 97%. The income budget has been increased to reflect a more realistic occupancy level in 2016/17 budget. This is primarily made up of an over achievement of £60k at the BIC as well as Boughton Workshops and advance factory accounting for a further £21k. Also other smaller over achievements across the work shop rents service.

4.2.9 Car Parks - £59k underspend

- Car park income is over achieving by £59k. The Business manager for Car Parks states that the increased usage of the Newark car parks on the back of improved economic activity in the town is resulting in a higher than anticipated income - The Business Manager for Car Parks does suggest caution as recent trends suggests there may be a reduction in future periods. In addition income from the cashless transaction arrangement at the lorry park is above target.

4.2.10 Markets - £8k underspend

- Newark Markets devolved to Newark Town Council

4.2.11 Total Income - £162k underspend

- Total anticipated over achievement on income against Economic Development post 'below the line' adjustments for Building Control will total £162k

4.3 Out turn position for Economic Development - £316k

- Total Underspend against Economic Development post pending 'below the line' adjustments for Building Control and if movements to reserves are granted will total £316k.

5.0 RECOMMENDATION

That the overall position of the Economic Development Committee net expenditure compared to budget at 31 March 2016 be approved.

Reason for Recommendation

To advise Members of the current net expenditure compared to service budgets for the period ending 31 March 2016.

Background Papers

Nil

For further information please contact Mike Marriott on Ext 5327

Nicky Lovely
Business Manager and Chief Financial Officer – Financial Services

PERFORMANCE REPORT FOR THE PERIOD ENDING 31st March 2016

	<u>Base Budget 2015/16</u>	<u>Revised Budget 31-Mar-16</u>	<u>Actual Expenditure 31-Mar-16</u>	<u>Variance</u>	<u>Budget Officer Comments</u>
EMPLOYEES	1,611,090	1,879,814	1,723,369	(156,444)	<p>Total underspend of £156k, Mainly made up of: Vacant posts within Building control (this service has transferred to SKDC) £28k (there will be a below the line adjustment at year end which will ensure this is zero). CIL £8k (previously vacant post) . Carpark and Markets £12k (unpredictable demand). Development Management have underspent by £112k, the main reason for this being they have received a contribution from the Capacity Fund grant at year end of £109k, the grant had to be utilised prior to 31.03.16 and has been used for Development Management staff. The service has requested that this element of the underspend be put to reserves to be utilised in future years. This request, as with all requests for reserves will be reviewed by the S151 officer when the accounts for 15/16 are finalised.</p> <p>The balance is made up from small over and under spends across service area.</p> <p>The Underspend against Employees general will amount to £20k (Carpark & Markets £12k & CIL £8K) if proposed movements to reserves are agreed and once the below the line adjustments are made.</p>
PREMISES	565,190	477,608	445,801	(31,807)	See premises comments below
<i>General</i>	500,690	415,256	385,325	(29,931)	<p>Small underspends across most service areas on: Repairs and maintenance budgets are reflected in this underspend totalling £8k, the cause is that the budget is mainly demand led but work demands on devolution and the Lorry Park have taken priority.</p> <p>Non Domestic Rates budgets are showing an underspend of £19k, this is due in part to high or full unit occupancy at some of our workshops and other properties reducing the council's liability.</p>
<i>Electricity</i>	56,720	54,572	56,114	1,542	
<i>Gas</i>	7,780	7,780	4,361	(3,419)	
TRANSPORT	30,550	30,430	19,661	(10,769)	The £11k underspend is made up of small underspend across the service on Car Mileage

SUPPLIES AND SERVICES	1,414,510	1,641,976	1,440,624	(201,352)	Supplies and services is showing a significant underspend of £201K. - This is made up of: Advertising of £15k across service area. The main contributor to the underspend been Carparks and markets who underspent by £8k. A collective underspend against contractual services of £40k, This is due in main to underspends against Building control £7k (there will be a below the line adjustment to remove at year end), Planning policy £7k and also carparks collectively contributing £15k. The largest underspend is against Professional services which totals £110k, this is made up of: The Newark Growth Point, underspend at year end of £44k. This has been offered up as a permanent saving in 2016-17 and budget reduced accordingly. An underspend of £14k showing against Growth investment fund which is due to lack of expected interest in the loan scheme, professional services to examine why businesses applications are not as high as budgeted. Also underspend of £37k against Local development framework, this is due to the delay in the start of projects, there will be a request to move into reserves at year end to support the projects that have been agreed but not started as yet. The remainder of the underspend is due to a number of small underspends across service area. There is an underspend indicated against Building control fee earning totalling £41k, there will be a below the line adjustment at year end to move balances against Building control line to reserves. Ultimately the underspend against Supplies General if proposed movements to reserves are agreed and below the line adjustments are made will be £92k (Advertising £15k, Contractual services £33k and Newark growth point £44k).
TRANSFER PAYMENTS	0	0	0	0	
TOTAL EXPENDITURE	3,621,340	4,029,827	3,629,455	(400,372)	Total anticipated underspend against Economic Development post below the line adjustments for Building control and also if requests for Reserves are granted will total £154k
INCOME	(3,633,720)	(3,801,414)	(4,031,576)	(230,162)	
<i>General</i>	<i>(572,880)</i>	<i>(659,980)</i>	<i>(654,283)</i>	<i>5,697</i>	
<i>Planning</i>	<i>(655,250)</i>	<i>(883,490)</i>	<i>(895,172)</i>	<i>(11,682)</i>	The over achievement of income within planning is primarily within Development management. This is made up of pre application charges of £9k
<i>Building Control</i>	<i>(252,000)</i>	<i>(252,000)</i>	<i>(320,103)</i>	<i>(68,103)</i>	Building control has now transferred to SKDC - includes receipts in advance of £108,586. This is partly offset by Building control reg dep plans and inspection fees of £40k, there will be a below the line adjustment at year end to move balances against Building control line to reserves. This income line will balance to zero at year end.

<i>Workshop Rents</i>	<i>(832,680)</i>	<i>(871,830)</i>	<i>(961,189)</i>	<i>(89,359)</i>	Rental Income at the workshops has over achieved by £89k. Occupancy levels are currently running at 97%. The income budget has been increased to reflect a more realistic occupancy level in 2016/17 budget. This is primarily made up of an over achievement of £60k at the BIC as well as Boughton Workshops and advance factory accounting for a further £21k. Also other smaller over achievements across the work shop rents service
<i>Car Parks</i>	<i>(972,410)</i>	<i>(1,101,614)</i>	<i>(1,160,726)</i>	<i>(59,112)</i>	Car park income is over achieving by £59k. The Business manager for Car Parks states that the increased usage of the Newark car parks on the back of improved economic activity in the town is resulting in a higher than anticipated income - The Business Manager for Car Parks does suggest caution as recent trends suggests there may be a reduction in future periods. In addition income from the cashless transaction arrangement at the lorry park is above target.
<i>Markets</i>	<i>(347,000)</i>	<i>(31,000)</i>	<i>(39,061)</i>	<i>(8,061)</i>	Newark Markets devolved to Newark Town Council
<i>Culture</i>	<i>(1,500)</i>	<i>(1,500)</i>	<i>(1,042)</i>	<i>458</i>	
TOTAL INCOME	(3,633,720)	(3,801,414)	(4,031,576)	(230,162)	Total anticipated over achievement on income against Economic Development post below the line adjustments for Building Control will total £162k
NET EXPENDITURE	(12,380)	228,413	(402,120)	(630,534)	Net Under spend against Economic Development post pending below the line adjustments for Building Control and if movements to reserves are granted will total £316k
MEMORANDUM ITEMS					
<i>Support</i>	<i>1,374,460</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i> Support services are charged to budget heads at the end of the financial year. The direct costs of providing central services are scrutinised in the relevant committee. These costs have yet to be finalised.
<i>Capital</i>	<i>265,120</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i> Capital charges are applied to accounts at the end of the financial year and reversed 'below the line' so have no impact on the Council Tax payer.
<i>Recharged Support Services</i>	<i>(551,360)</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i> Central support services are recharged in full to service budgets.
TOTAL PER BUDGET BOOK	1,075,840	228,413	(402,120)	(630,534)	

ST. MARYS GARDENS OPEN SPACE SCHEME

1.0 Purpose of Report

1.1 To provide the Committee with an overview of the recent successful bid to Nottinghamshire County Councils 'Supporting Local Communities Fund' to improve an area of open space at St. Marys Gardens (general fund land) and outline the approvals now required.

2.0 Background

2.1 Through the work of the Hawtonville Neighbourhood Study and local Safer Neighbourhoods Group officers were made aware in the middle of December 2016 of the opportunity to bid into the County Councils 'Supporting Local Communities Fund'.

2.2 The purpose of the fund is to support local community improvement schemes through the funding of capital works.

2.3 A bid was then drawn up by officers with the assistance of Groundwork (*a national charity having extensive experience of working with communities to improve/ regenerate buildings and land*) with the proposal to undertake improvements to the area of general fund open space between the Hawtonville Community Centre and MUGA, at St. Marys Gardens.

2.4 In consultation and with the support of Councillor Tony Roberts (in his capacity as County Councillor) and Councillor Peter Duncan the bid was submitted to the County by the 22 December 2015 deadline. A copy of the bid can be found at **Appendix A**.

2.5 The capital contribution requested from the fund was £30,000 and as the County sought contributory funding from the district Council the following proposal was put forward after submission of bid, with the caveat that this was still subject to the necessary approvals being given:

- £2000 from Newark & Sherwood Homes (*approved*)
- £5000 from the District Council (*\$106 Community Facilities fund*)
- District Council to provide ongoing maintenance of the area.

2.6 At the end of March the County Council confirmed that the Council's bid was successful and this was verbally reported to the Committee at its meeting on 30 March 2016.

3.0 Outline of the Open Space Scheme

3.1 The scheme looks to improve the site of the former Little Angels Nursery at St. Marys Gardens, which is between the MUGA (basketball court) and Hawtonville Community Centre.

3.2 The site is currently in a poor condition, presents a health and safety risk, liability to the Council and has a negative impact on the surrounding area.

- 3.3 The scheme responds to resident concerns raised with the Community Safety BU and through the Hawtonville Neighbourhood Study that St. Marys Gardens was becoming a 'no go' area and a site for anti-social behaviour (ASB). Proposals include creating an enhanced walk through that will increase footfall/ circulation in the locality and design out ASB.
- 3.4 The scheme will work with up to 10 residents to design the space and potentially provide training for residents in aspects of the build. Creswell, Ashfield and Mansfield Groundwork have been identified as partners for this element, based on their success of delivering similar schemes.
- 3.5 Groundwork will engage with residents through workshops on the design of the scheme. Council and Newark and Sherwood Homes officers will recruit residents for the workshops. It is expected that the Community Development Worker for Hawtonville (*a newly created post hosted by Newark and Sherwood Homes, an outcome of the recent Neighbourhood Study*) will play a key role in recruitment and management of volunteers.
- 3.6 As the site will be designed with residents it is not possible at this stage to produce a detailed specification of the scheme. However, following conversations with a landscape architect a number of principles have been established to help guide residents:
- Clearing the site of existing fencing, broken tarmac etc.
 - Levelling the site
 - Ensuring the design is visually stimulating
 - Minimising planting (and therefore ongoing maintenance)
 - Ensuring clean views through the site
- 3.7 Conversations with the Parks and Amenities BU have indicated that a simple design (i.e. no planting or green space) would enable the site to be incorporated into the ongoing maintenance programme of the Hawtonville Community Centre estimated at £60 per annum.

Timescale

- 3.9 The total scheme will take approximately 6 months to deliver, with the County requiring all work to be completed and funding spent by 31 March 2017.

Project Management

- 3.10 The Strategic Housing BU will lead the management of this project in close liaison with the Community Safety and Parks & Amenities BU, along with engaging Newark and Sherwood Homes.
- 3.11 As stated above the initial resident consultation to draw up the scheme/landscape design and specification will be undertaken by Groundwork.
- 3.12 Once this activity has been included the specification for works will then be tendered out.

4.0 Proposals

- 4.1 It is now for the Committee to consider and approve the proposals set out below to facilitate the improvement of the open space between the Hawtonville Community Centre and MUGA at St. Marys Gardens, in line with the requirements of the successful County Council bid:

- a. The district Council's capital contribution of £5000 towards the overall scheme costs is taken from the Section 106 'Community Facilities' fund, designated for the Newark area;
- b. On completion of the scheme the on-going maintenance of the open space is included within the maintenance programme for the Hawtonville Community Centre; and
- c. The Director – Safety signs the 'Terms & Conditions' of the County's grant offer letter as set out at **Appendix B**.

5.0 Equalities Implications

- 5.1 The Devon Ward and Hawtonville area profile shows a relatively homogenous community (94% of residents were born in the UK) albeit with a significant distribution of ages, from a mean of 46 in the Bellmont Road/ Bailey Close area compared to a mean age of 29 in the Staunton Road/ Montgomery Rd area.
- 5.2 The Hawtonville Neighbourhood Study has been compiled in order to ensure that the needs of any groups within the community, including those with protected characteristics are properly reflected.
- 5.3 The scheme as proposed meets identified needs of local residents through the work of the Study and local Safer Neighbourhoods Group.

6.0 Impact on Budget/Policy Framework

- 6.1 All budgetary matters are set out in the report.

7.0 Comments: Business Manager and Chief Financial Officer – Financial Services

- 7.1 The financial implications of the works to the site on St Mary's Gardens are contained within this report. The Business Manager – Parks & Amenities has indicated that the additional annual cost of maintaining the additional area of land will only add £60 per annum to the current maintenance costs; therefore there is no significant impact on the budget.

8.0 RECOMMENDATIONS that:

- (a) **the Committee considers the proposed scheme, along with the process to be taken to implement this; and**
- (b) **approves the proposals set out at paragraph 4.1.**

Reason for Recommendations

To improve an area of general fund open space between the Hawtonville Community Centre and MUGA, at St. Marys Gardens in order to meet local residents concerns.

For further information please contact Rob Main, Strategic Housing – Business Unit on 01636 655930.

Karen White
Director – Safety



Nottinghamshire County Council

2016/17 Supporting Local Communities Fund

Scheme suggestion form

It is important that you give us as much information as possible about your proposed scheme as the information you put on this form will be used to assess your scheme suggestion. **Please read the guidance notes below before completing the form** as they will help make sure that you include as much information as possible in each of the sections.

Section 2. Scheme details

Please give as much information as you can about the scheme that you want to deliver. Make sure that you give the location of the suggested scheme, why this location has been selected and details of what the suggested scheme will include. Also give details of why you want to deliver the scheme. Most areas could benefit from some environmental enhancement but successful schemes should make a significant and lasting improvement.

If you need more space than is given on the form please use a separate sheet if necessary. If you have plans or a design for the suggested scheme please also attach these to your form.

Please confirm who owns the land, building etc. where the scheme will be delivered. If you do not own the land you must provide evidence that the land owner has given you permission to use the land.

Section 3. Economic benefits

One of the things used in the assessment is how the scheme will help to deliver economic benefits to the local community. Some of the things that need to be considered are:

- Will the scheme help deliver new jobs and if so, how many and how has this figure has been assessed?
- How will the scheme help regenerate the area (e.g. by encouraging people to spend money in the area or bring new people to the area)?
- Could the scheme be delivered by local businesses, and if so, will the scheme be delivered by local businesses?
- Will the delivery of the scheme provide training opportunities for local people that may help them get a job in the future and if so you will need to state how many and how this figure has been assessed? Similarly, as you will be responsible for the maintenance of the scheme, will the maintenance arrangements provide training opportunities?

Section 4. Community benefits

Local groups must be able to demonstrate that the suggested scheme has wide support in the local community. Some communities may already have plans that have involved the whole community, such as parish or community plans. Other communities may have held public meetings to determine local support. Also give details of the additional local groups that support the scheme and/or will benefit from the scheme.

It is also important that you detail who in the community will benefit from the scheme and what these benefits will be. Some of the things that need to be considered are:

- Is the scheme a community priority and how does the scheme link to any local community objectives?
- Is the scheme linked to any other projects in the community?
- How will the scheme help make the community stronger and bring them together?
- What are the wider community benefits to the scheme (e.g. encouraging healthy lives, crime reduction, conserving the local heritage and bio-diversity, etc.)?

Section 5. Funding and delivery	
<p>Schemes that have matched funding will be looked upon favourably as they will bring in further investment to the local communities so make sure you list all of the matched funding for the scheme. This could include local contributions, grants from other agencies (e.g. lottery funding), or could be in the form of voluntary labour. You must also tell us if the funding has been secured yet, or if you are still waiting to hear the outcome of the application when the decision is expected.</p> <p>The maximum funding you can bid for is up to £2,000 for gateway signs; up to £10,000 for the restoration of a war memorial; and up to £50,000 for any other type of scheme.</p> <p>Supporting Local Communities funding will only be available to help with the initial cost of the scheme, not for ongoing maintenance. You will therefore need to show that you have plans and funds in place to maintain the projects.</p> <p>You will also need to consider the risks to delivering the scheme within the timescales as we will need to consider all of these risks. These risks will include whether or not you have permission from the landowner to deliver the scheme, whether the scheme may attract vandalism or anti-social behaviour, whether there may be underground cables, etc..</p>	

1. Applicant's details	
Your name:	Guy Collier, Regeneration and Strategy Officer
Name of the community/volunteer group you represent:	Newark and Sherwood District Council
Contact details:	Tel: 01636 655 306 Email: guy.collier@newark-sherwooddc.gov.uk Address: Strategic Housing, Newark and Sherwood District Council, Kelham Hall, Kelham, Nottinghamshire, NG23 5QX

2. Scheme details (please refer to the guidance notes on page 1)	
A1. Scheme description:	<p>Our scheme will regenerate a currently unused site in St. Mary's Gardens, Hawtonville, Newark to improve the fabric of the estate, create a shared walkway and address anti-social behaviour. The District Council will work with Creswell, Ashfield and Mansfield Groundwork to engage local residents to co-design and deliver the scheme. St. Mary's Gardens and surrounding areas are amongst the highest ranked locations for deprivation in England.</p> <p>The site lies between Hawtonville Community Centre and a multi-use games area. It is in a poor condition and attracts anti-social behaviour including graffiti and rubbish problems. It is a key route into the St. Mary's Gardens estate, linking the central green area and flats to Jersey Street and the Cardinal's Hat pub. It was formally the location for an early years centre but this was demolished some time ago. It is now neglected and has a negative impact on the surrounding area.</p> <p>The scheme will transform this space. It will complement the adjacent multi-use games area and community centre and 'design out' anti-social behaviour. It will play a prominent role in the regeneration of the estate, restoring an important pathway and improving the profile of the area.</p>

<p>A2. Why do you think the scheme is needed?</p>	<p>Please give details of what will be included in the scheme and why you think the scheme is needed. Please also attach scheme plans or designs if these are available</p> <p>The scheme creates a partnership between Newark and Sherwood District Council and Creswell, Ashfield and Mansfield Groundwork to recruit local people and support them to design and deliver a new community space. It responds to an identified community need (see below) and regeneration need to improve the quality of the urban fabric and make best use of existing resources.</p> <p>The scheme will recruit up to 10 local residents to help deliver the scheme. This will be through:</p> <ul style="list-style-type: none"> - A workshop to review the design of the scheme and ensure that it meets local need - Training of residents to deliver aspects of the build <p>Residents will work with a landscape architect to design the area. This will support them to learn new skills and develop the capacity of the community to take on regeneration projects.</p> <p>As the site is to be designed by residents it is not possible at this stage to produce a detailed outline of the scheme. However, following consultation with a landscape architect a number of principles have been established to help guide residents:</p> <ul style="list-style-type: none"> - Clearing the site of existing fencing, broken tarmac etc - Levelling the site - Ensuring that the final design is visually stimulating - Minimising planting - Ensuring clean views through the site
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3. Economic benefits (please refer to the guidance notes on page 1)	
<p>What will be the economic benefits of the scheme?</p>	<p>Please provide details of how the scheme will deliver these benefits</p> <p>The scheme will play an important and pioneering role in the regeneration of the St. Mary's Gardens area. The County Council is in a unique position to kick start the process, which cannot be funded by business or from other funding sources.</p> <p>It offers significant training opportunities for local people involved in the delivery of the site. Further, as a result of the Hawtonville Neighbourhood Study discussions are now starting with training providers on the provision of courses in Hawtonville. There is potential for the scheme to link with these providers and provide support (in training or employment) in the ongoing maintenance of the site.</p> <p>By reclaiming the path that runs along the scheme, the area should also see an increased footfall and therefore support the local shops and business that exist around the periphery of the estate.</p>

4. Community benefits (please refer to the guidance notes on page 1)	
<p>A1. What is the level of local support for the scheme?</p>	<p>Please provide evidence of the local community support as well as additional support from local groups</p> <p>There is significant local support for this scheme. As part of the Hawtonville Neighbourhood Study (due for completion March 2016), more than 300 residents identified over 1000 suggestions for changes to the neighbourhood. The most popular theme for change was around Environment and Open Spaces and Hawtonville Community Centre and its surrounding area was identified as an important location for improvement. Residents were particularly concerned by the quality of the environment (litter, broken glass, condition of pavements etc) and anti-social behaviour.</p> <p>This specific scheme responds to concerns raised by local residents at the Hawtonville Safer Neighbourhoods Group. As a response a sub-group of residents called the Jersey Street Project, Chaired by the local ward member, District Councillor Peter Duncan, was set up to focus on the area around the scheme. This proposal has stemmed from this group.</p>
<p>A2. How many local people will benefit from the scheme?</p>	<p>What types of people will benefit from the scheme? Also, what number and percentage of people in the local community will benefit from the scheme?</p> <p>The St. Mary's Gardens area comprises of 92 units at St Mary's Gardens and Winston Court flats. They house a variety of people including families and young children. Anecdotal evidence has suggested that the area and immediate surrounds house a significant proportion of new communities, particularly from Eastern Europe. The site is within an area characterised by the Hawtonville Neighbourhood Study as 'Inner Hawtonville' which contains 2588 people.</p> <p>The main beneficiaries of the scheme will be residents of St. Mary's Gardens and users of local services and shops.</p> <p>The scheme will also benefit the local population as it will raise the appearance of the estate and address issues around litter and anti-social behaviour.</p>
<p>B. How does the scheme support community cohesion?</p>	<p>Please provide details of how the scheme will help deliver neighbourhood priorities and if it is linked to any other community projects. Also detail how the scheme will help deliver a sense of belonging in the local area and the county, build positive relationships between people from different backgrounds, and raise community confidence and improve local security</p> <p>The scheme will deliver against the most important priority identified by the Hawtonville Neighbourhood Study: Environment and Open Spaces. It will form part of the overall regeneration and community development strategy identified by the Study.</p>

	<p>By working with residents to design and build the scheme we will foster a sense of belonging to the area and increase the capacity of the community. The process will also encourage cooperation between volunteers and create a space that all members of the community can share. The Study recognised local concerns that teenagers were being catered for through the MUGA but that this was intimidating for other residents. The scheme opens up a new shared space next to the MUGA which will lead to greater surveillance, increased activity around the Community Centre and raise the quality of the build environment. This in turn will raise community confidence and promote greater local “ownership” of the space and its condition. A new space is formed where residents can interact with their estate. This increased scrutiny will impact on local security.</p>
C. What other local benefits does the scheme deliver?	<p>For example, give details of how the scheme will help reduce crime, improve health in the local community, or preserve local heritage, conservation or bio-diversity. Also how will other local groups (e.g. schools) use the planned facilities?</p> <p>The scheme will reduce crime by replacing a site for anti-social behaviour with one that can be used by all members of the community.</p> <p>It will support users of Hawtonville Community Centre and the existing MUGA. It will therefore help to maximise the use of existing resources.</p>

5. Funding and delivery (please refer to the guidance notes on page 1)

A1. What is the total cost of the scheme?	<p>This should be the total cost of the scheme, not just how much money you are asking the County Council to fund?</p> <p>We are expecting the scheme to cost around £30, 000.</p>
A2. How much funding are you asking for from the County Council?	<p>We are asking for £30, 000 from the County Council.</p>
B1. Who is funding the remaining cost of the scheme?	<p>Please list all of the funding sources separately and their status – include all secured funding and funding applied for (also state when you will find out if the bid has been successful). You must provide evidence of both successful bids and bids you have submitted that are awaiting decisions</p> <p>The scheme will receive significant Officer support from Newark and Sherwood District Council.</p> <p>Should the scheme require further funding we will ask for supporting funds from Newark and Sherwood District Council (General Fund and Housing Revenue Account). Ongoing maintenance cost would need to be met by the District Council’s General Fund. This is subject to approval.</p>
B2. What level of community voluntary hours will be committed to delivering the project?	<p>Please list all of the hours that will be committed by the local community in the delivery of the project and how they will be used as a certain amount of voluntary hours may be counted in lieu of a cash contribution</p> <p>As indicated above the Jersey Street Project Group will work with Groundwork in designing the scheme but at this stage it is not possible to give an indication of hours</p>

<p>C. How will the scheme be maintained in the future?</p>	<p>The County Council will not fund any future maintenance costs of successful schemes. Please detail how the scheme will be maintained in the future, how often it will be maintained, who will fund this and how long the maintenance arrangements will last for</p> <p>Upon completion the scheme it is proposed that it will pass to Newark and Sherwood District Council for maintenance. Because the bid has only just come forward from the community group and the deadline for this bid is this week, there has not been any opportunity to take the matter to the appropriate District Council committee for approval, which will be done early in the new year.</p>	
<p>D1. Who owns the land where the scheme is planned?</p>	<p>Please confirm who owns the land. If you do not own the land do you have a temporary or permanent right to access and use it (please provide proof of the commitment given by the land owner)?</p> <p>Newark and Sherwood District Council</p>	
<p>D2. What do you think will be the main difficulties delivering the project?</p>	<p>Please state what you think are the risks to delivering the project, what might go wrong and how these will be addressed (including contingency that will be put in place)</p> <p>Risk: Unable to recruit volunteers Rating: Low Solution: We will widen the area for volunteer recruitment and work with other local stakeholders, including local schools, to identify potential volunteers.</p> <p>Risk: Vandalism to site Rating: Medium Solution: While vandalism has been a problem on site there are local examples of local community art projects which have not been vandalised due to the sense of community ownership. Local support for the scheme is vital, and secured which will minimise the risk Further the design brief will stress the need to build out vandalism opportunities through the use of suitable materials. The site is also close to a CCTV post.</p> <p>Risk: Budget overrun Rating: Medium Solution: Additional funds will be sought from Newark and Sherwood District Council (subject to Member approval). The Hawtonville Neighbourhood Study is also seeking to support the creation of a local community orientated body that would be eligible for securing funds from charitable trusts and non-statutory bodies i.e. Big Lottery.</p>	

Your signature:
.....

Date:

Name of your County Councillor:
.....

Signature of County Councillor to indicate support:
.....

Electoral division:.....
Date:

All projects will be assessed and those which in the County Council’s view will deliver the greatest benefit compared to their cost will be developed further in consultation with the local County Councillor and community group concerned. We aim to contact each community group about the success of their proposal by the end of April 2016.

Successful applications may be featured in the County Council’s communications for promotion and information purposes.

Completed forms, signed by your local County Councillor, must be submitted to us by 18th December 2015. Forms can be emailed to slc@nottscc.gov.uk or posted to Transport Planning and Programme Development Team – TBH, Nottinghamshire County Council, County Hall, Loughborough Road, West Bridgford, Nottingham NG2 7QP.

For further advice on the application form please phone 0300 500 80 80 (you can call us 8am to 8pm Monday to Friday; or 8am to 12 noon on a Saturday), email us at slc@nottscc.gov.uk or look at Nottinghamshire County Council’s website www.nottinghamshire.gov.uk/the-council-and-democracy/our-partners-and-partnerships/supporting-local-communities-fund for further information.

**Supporting Local Communities (SLC) 2016/17
TERMS AND CONDITIONS**

Reporting/Information Provision

- Progress updates must be produced by the project applicant and provided to the Transport Planning & Programme Development Team until the project applicant advises the Transport Planning & Programme Development Team that the scheme has been completed:
 - Quarterly progress reports must be submitted on the on the attached template including the quarter in which the scheme is completed. Quarterly updates must be submitted by 30 June 2016, 30 September 2016, and 31 December 2016
 - Monthly progress updates must be submitted for any schemes that have not been completed by 31 December 2016 on the attached template, including the month in which the scheme is completed. Monthly updates must be submitted by the last day of the month
- All volunteers' hours must be recorded for works associated with the project and provided by the project applicant to the Transport Planning & Programme Development Team as part of the quarterly/monthly update
- Additional funding identified/secured for the project must be documented, evidenced and provided by the project applicant to the Transport Planning & Programme Development Team as part of the project updates
- Photographic evidence records are required to be provided by the project applicant to the Transport Planning & Programme Development Team before and after completion of the project:
 - A photograph/photographs of the proposed scheme site before start of the works must be submitted with a copy of the signed terms and conditions
 - A photograph/photographs of the completed scheme must be submitted with the final update report
- Any groups that receive SLC funding will provide assistance to Nottinghamshire County Council in assessing the benefits and value for money of their project, including up to two years following the project completion

Publicity

Where the County Council is the largest funding contributor (i.e. contributing more than any other funding partner):

- Dates for photo calls and scheme openings are to be discussed with Nottinghamshire County Council in advance of being finalised
- Nottinghamshire County Council must be notified of arranged/finalised dates of photo calls and scheme openings at least 4 weeks prior to the photo calls/scheme opening to enable a Nottinghamshire County Council representative and relevant elected local county councillor/s to attend on the day
- Any publicity/press releases concerning the project are to be arranged in partnership with Nottinghamshire County Council's Corporate Communications Team (Tel: 0115 977 3757) to distribution to the media

Where the County Council is not the largest funding contributor (i.e. another organisation is contributing more than the County Council):

- Nottinghamshire County Council must be notified of arranged/finalised dates of photo calls and scheme openings at least 2 weeks prior to the photo calls/scheme opening to enable a Nottinghamshire County Council representative and relevant elected local county councillor/s to attend on the day
- Any publicity/press releases concerning the project are to be arranged in partnership with Nottinghamshire County Council's Corporate Communications Team (Tel: 0115 977 3757) to distribution to the media

Funding

- The funding offer is for the named project only and is not transferrable
- The funding offer is capped at the level approved by Nottinghamshire County Council Environment and Sustainability Committee and the offer may be withdrawn if the approved scheme cannot be delivered within the available budget; and any project overspend will be the liability of the Group that made the application
- The funding offer is subject to the applicant securing the amount of match funding declared on the SLC application form
- Funding for a project will not be carried over into a new funding year. Therefore any project which is not completed within the 2016/17 funding year may result in funding being withdrawn; and any costs incurred/billed after 31 March 2017 may be the responsibility of the Group that made the application
- Any groups that receive SLC funding will commit to ensuring the scheme remains open to the public for *(period of time to be determined based on the project)*. If the scheme is not considered by Nottinghamshire County Council to be open to the public during this time period the funding may need to be returned to the County Council by the project applicant
- Once the project is complete, future maintenance and ongoing repair work (should any be required) will be the responsibility of the group that made the application – *the length of time that maintenance will be required may be determined and agreed dependent on the size of the scheme*

General

- The Group that made the application will be responsible for resolving any land issues arising during the scheme delivery
- **The offer of the funding assistance will be declared in default in the event of non-compliance with any of the terms and conditions set out in the two pages above. SLC funding will therefore not be paid if the applicant/organisation does not comply with all of the terms and conditions set out above.**

Organisation/Group name:

Project name:

Contact telephone number: Email:

Signature: Please print name:

Signed by the applicant as acceptance of the terms and conditions of this grant offer letter

Date returned to Nottinghamshire County Council:

OLLERTON & BOUGHTON NEIGHBOURHOOD STUDY

1.0 Purpose of Report

- 1.1 To provide an overview on the proposed approach to undertake the Ollerton & Boughton Neighbourhood Study, building on the experiences and outcomes of the Bridge Ward and Hawtonville Neighbourhood Studies.

2.0 Background Information

About Neighbourhood Studies

- 2.1 The role of a Neighbourhood Study is to provide a comprehensive assessment of an area focusing on both the socio-economic and physical attributes and opportunities, with community involvement at the heart of this work.
- 2.2 The intention is to create a locally driven document that provides all local stakeholders (including the District Council) with a strategic and long-term plan to guide future decision making and investment requirements for a defined area. By engaging with local residents, a Neighbourhood Study presents opportunities, not only to gain a qualitative insight into local issues, but to also capture the voices of residents by including them at the start of the planning and development process.
- 2.3 When looking at the findings and options of a Neighbourhood Study in relation to local priorities, consideration of these will be set against the wider strategic priorities and objectives of the Council and have regard to the total resources available.

Delivery Model

- 2.4 The most recent Neighbourhood Study has been undertaken through following 3 key steps described below and now seen as a model for the delivery of future studies:

Step 1: Baseline Report

This activity is undertaken by the Council and sets out an initial appraisal of the existing data for the neighbourhood, including the historical context. It also reflects the first stage of community consultation and local stakeholder engagement in order to identify emerging 'Place' (built environment) and 'People' (socio-economic) opportunities and challenges for locality. The information collected then informs the consultant's brief, covering the engagement programme and master planning exercise.

Step 2: Interim Report

This is consultant led, providing a comprehensive account of data from the resident and stakeholder engagement programme and identifies the emerging priorities. It provides a framework of initial 'People' and 'Place' options for consideration and invites all stakeholders to feedback on these.

Step 3: Final Report

This consists of collaborative work between the Council and Consultant, summarising all the activities undertaken through the themes of 'Place' and 'People', identifying the priorities and vision for the locality and provides a delivery plan setting out a detailed appraisal of the prioritised options, including who will action these, the resources required and a time frame to work within.

Governance

- 2.5 Governance is a crucial element of a Neighbourhood Study, in addition to Member scrutiny through the Committee process. In this respect each Study area has formed a 'Neighbourhood Partnership' involving local stakeholders (statutory and voluntary) and residents who act as an advisory group and sounding board throughout the duration of the project, agreeing at its inception a terms of reference.
- 2.6 An internal Business Units Project Group is also established to ensure there is the appropriate understanding and information sharing across the Council during the Study.
- 2.7 The overarching project plan is managed and led by the Strategic Housing BU, reporting to the Director – Safety.

Responsibility

- 2.8 At the commencement of the Study it is clarified to all stakeholders that although the District Council is leading the process it is very much seen as a 'community' document and there is a responsibility of all stakeholders (including the residents themselves) to recognise their role in considering how they might assist in meeting the required options, so to deliver better outcomes for local residents. The Study is also there to be used to shape each stakeholder's strategic decision making, priorities and investment for the locality.
- 2.9 A Neighbourhood Study enables the District Council to meet a number of its proposed strategic priorities and objectives as set out at **Appendix A**.

3.0 Ollerton & Boughton Neighbourhood Study

- 3.1 Further to reports submitted to this Committee on the proposal to take forward the next Neighbourhood Study in Ollerton & Boughton, the matter was most recently discussed at the Council meeting on 10 November 2015 where it was approved for officers to meet with local Ward Members to begin scoping of the Study.
- 3.2 In this respect officers have now held meetings with local members (town, district and county) to discuss the dynamics of the locality, understand the model for delivery as detailed in Section 2 of this report and to then set the study's scope.
- 3.3 Learning experiences from the Hawtonville Study have also been shared, which covered the following categories:
 - On-going Member Engagement.
 - Role and importance of the Neighbourhood Partnership.

- Flexibility in the methods of resident engagement.
- Outcomes focus and achievable deliverables (short, medium and long term, set against prioritised options).

Scope of the Study

3.4 In line with the approach taken at Hawtonville this proposed Study will examine two geographies. A map of the area can be found at **Appendix B**:

a) Outer Study Area - Ollerton & Boughton:

This is the whole town and will consider wider strategic and physical issues through a desktop study, consolidating the existing Council and stakeholder knowledge base. According to the 2011 National Census the population of this area is 9840.

b) Inner Study Area - Ollerton & Boughton:

This is the area around the Stepnall Heights and Hallam Road estates, including the allocated site OB/MU/2 (HRA land). The study will focus on ‘People’ (socio-economic) and ‘Place’ (built environment/master-planning) opportunities and challenges, with a significant element of community engagement. The estimated size of this population is 1,427 and is predominantly Council housing (Housing Revenue Account - HRA).

Aims

3.5 Discussions with local Members have identified a broad number of aims for the proposed Study, which will be delivered through the model set out at paragraph 2.4:

a. Outer Study Area - Overview Exercise	b. Inner Study Area – In depth Study
Develop a profile of unemployment and economic growth including local drivers.	Develop an in-depth understanding of resident needs on the Hallam Road and Stepnall Heights estates.
Develop a profile of the local community, e.g. demographics, health needs.	Create a shared vision for the future of these estates that recognises their distinct identity.
Map stakeholders and their priorities to ensure connectivity in activities.	Understand the aspirations of communities on the estates.
Develop a profile of housing growth, demand and need.	Understand how the estates connect to the wider Ollerton and Boughton area.
Develop an understanding of connectivity through Ollerton and Boughton.	Identify ‘People’ & ‘Place’ options for delivery Produce a master-plan for allocated site OB/MU/2 that will have a positive impact on the neighbouring estates, (HRA land).

Activities

3.6 A number of activities have been identified to achieve each aim.

a) Outer study area

Aim	Activity	Method	Stage	Delivered By
Develop a profile of unemployment and economic growth including local drivers.	Collate and analyse data held by Council and stakeholders	Desktop research	Baseline Report	NSDC
Develop a profile of the local community, e.g. demographics, health needs.	Collate and analyse data held by Council and stakeholders	Desktop research	Baseline Report	NSDC
Map stakeholders and their priorities to ensure connectivity in activities.	Create a map and record showing stakeholders and their priorities/ activities	Interview stakeholders and Council officers	Baseline Report	NSDC
Develop a profile of housing growth and demand.	Collate and analyse data held by Council and stakeholders	Desktop research	Baseline Report	NSDC
Develop an understanding of connectivity through Ollerton and Boughton.	Research of key transport routes identifying congestion, public transport, location of key services etc.	Research will be mainly desktop with limited community/ stakeholder engagement.	Final Report	Consultant

b) Inner Study Area

Aim	Activity	Method	Stage	Delivered By
Develop an in-depth understanding of resident needs on the Hallam Road and Stepnall Heights estates.	Collation and analysis of resident and stakeholder perceptions/ experiences of neighbourhood.	Hands on approach in community setting using interactive tools.	Interim Report: Information gathering	Consultant /NSDC
Understand the aspirations of communities on the estates.	Assessment of capacity of residents linked to tailored service provision.	Feedback from stakeholders, analysis of existing community structures.	Interim Report: Information gathering	Consultant / NSDC

Create a shared vision for the future of the estates that recognises their distinct identity. Then identify 'People' & 'Place' options for delivery.	Analysis of key words and ambitions emerging from consultation with residents and stakeholders.	Desktop analysis of engagement results.	Interim Report: Prioritising and People Plan	Consultant /NSDC
Understand how the estates connect to the wider Ollerton and Boughton area.	Analysis of key routes and connections.	Desktop research.	Final Report: Master-plan	Consultant /NSDC
Produce a master-plan for allocated site OB/MU/2 that will have a positive impact on the neighbouring estates, (HRA land).	Master-plan of site responding to resident and stakeholder perceptions and vision.	Primarily desk-top analysis including appraisal of options and community engagement. In addition to a financial appraisal.	Final Report: Master-plan	Consultant /NSDC

Consultants

- 3.7 The currently proposed activities identified for delivery by a suitably qualified consultant(s) can be divided into two separate work streams, engagement and master-planning, with the acknowledgement of the linkages between the two:

Community/Stakeholder Engagement	Built Environment - Master-planning
Develop an in-depth understanding of resident need on the Hallam Road and Stepnall Heights estates.	Understand how the estates connect to the wider Ollerton and Boughton area.
Create a shared vision for the future of the estates that recognises their distinct identity.	Develop an understanding of connectivity through Ollerton and Boughton.
Create a shared vision for the future of these estates that recognises their distinct identity.	Produce a master-plan for allocated site OB/MU/2 that will have a positive impact on the neighbouring estates, (HRA Land)

- 3.8 Through the early Member engagement a major driver behind the study is around socio-economic factors. It is therefore proposed that the community engagement activities are completed first as these will lay the foundations for the master-planning activities.

Project Plan

- 3.9 The study aims to be completed within a 24 month time frame and an indicative project plan is provided below, showing the relevant key milestones based on the proposals being presented:

	Milestones	Delivered by	Indicative Timeline
1.	Report - Economic Development Committee	NSDC	Jun 2016
2.	Creation of Neighbourhood Partnership	NSDC	July 2016
3.	Baseline Report	NSDC	Dec 2016
4.	Appoint consultants	NSDC	Feb 2017
5.	Engagement Programme	Consultant 1	Mar 2017
6.	Master-planning	Consultant 2	May 2017
7.	Interim Report	Consultant 1/2	July 2017
8.	Draft Final Report	NSDC & Consultant 1/2	Dec 2017
9.	Member/Stakeholder workshop	NSDC & Consultant 1/2	Jan 2018
10.	Final Report	NSDC & Consultant 1/2	Feb 2018

- 3.10 As with the Hawtonville Neighbourhood Study the final report for Ollerton & Boughton will include a People delivery plan (*focussing on socio-economic priorities options*) and a Place delivery plan (*focussing on built environment/master planning prioritised options*).

4.0 Funding

- 4.1 Based on the above activities the first work stream of undertaking a baseline study will be undertaken by the Council and therefore within existing resources.

- 4.2 The following work streams will then involve the commissioning of consultants into two separate packages, as identified below with a range of indicative costs:

- a) Engagement** (*indicative costs range from £12,000 - £18,000*)
It is important that the community engages with the study and that it is seen as a positive activity rather than just another piece of consultation. This can be supported by use of specialised consultants who have experience of delivering creative engagement activities.
- b) Master-planning** (*indicative costs range from £18,000 - £30,000*)
The study will generate significant local data, which will need to be analysed for master-planning. The resulting master-plan could have a significant impact on the future of the neighbourhood. Securing independent advice and support with the process will help create a sustainable report that local community feels ownership of.

- 4.3 For the Committees information the budget for the Bridge Ward Neighbourhood Study was £65,000, which was funded via external sources including the Homes & Communities Agency, Nottingham Regeneration Limited and local Registered Providers. The Hawtonville budget was £47,000 and funded through allocated resource from the Local Strategic Partnership and via the HRA.

- 4.4 There are currently no funds allocated to commission consultants to undertake the specific activities detailed for the Ollerton & Boughton Neighbourhood Study to enable its delivery.
- 4.5 There is the potential to utilise monies from the HRA where a Neighbourhood Study area includes Council housing and/or associated assets (HRA), which the proposed Ollerton & Boughton Neighbourhood Study does and significantly so in the 'inner study area'.
- 4.6 Any contribution from the HRA will need to be proportionate to its asset base in that area and to the overall level of funding required to deliver the Study.
- 4.7 Contact is also being made with a Registered Provider who has affordable housing units in this locality and with the County Council to ascertain whether any funding for the Study would be available.

5.0 Proposals

- 5.1 In accordance with the model and scoping exercise set out in Sections 2 and 3 of this report the Committee approves the proposals to proceed with a Neighbourhood Study for the Ollerton & Boughton locality.
- 5.2 Based on the highest estimates of costs (totalling £48,000) as set out in Section 4 of this report, it is proposed that the Council allocates monies from the General Fund and Housing Revenue Account, on a proportionate basis, to fund the Study.

6.0 Equalities Implications

- 6.1 According to the 2011 National Census Ollerton and Boughton is a relatively homogenous community. Of a population of 9840, 9640 people classified themselves as White, British. The next largest ethnic group was White other (99 people). 7 people identified as White Gypsy or Irish Traveller. The Census recorded 46 people who have been resident in the UK for less than five years. The Hawtonville Neighbourhood Study Baseline Report recorded a similar population structure but recognised that not all recent migrants are recorded.
- 6.2 It will be important for the engagement techniques to ensure a gender, ethnicity and age balance and to be accessible for people with physical and learning disabilities. Any options emanating from the study should also be subject to further equalities reviews, including equality impact assessments, preferably undertaken with the local community.

7.0 Impact on Budget/Policy Framework

- 7.1 The Ollerton & Boughton Neighbourhood Study will be formulated set against the Council's and other statutory stakeholder's policy frameworks, along with considering relevant national policies and guidance.
- 7.2 Any Council capital projects that emerge as an option from the Study will need to be appraised in full to assess their priority, viability and deliverability set against all other capital schemes.

7.3 It is also important to ensure that all HRA related options are fully appraised and the impact on the Housing Revenue Account Business Plan is modelled. It is important to maintain the viability of the Business Plan at all times

8.0 Comments: Business Manager and Chief Financial Officer – Financial Services

8.1 The report indicates a possible maximum cost of £48,000, and as yet no funding has been confirmed. A contribution can be made from the Housing Revenue Account however it is important to maintain the viability of the Business Plan at all times.

8.2 The project will be undertaken across 2 financial years, 2016/17 and 2017/18 and no funding was built into the budget for 2016/17. Funding for the costs incurred during 2016/17 can be funded from the Economic Development Committee's underspends from the 2015/16 financial year. Further funding could be built into the 2017/18 budget if circumstances allow.

8.3 Officers from Strategic Housing have held informal discussions with a local Registered Provider but as yet there is no commitment to help resource the project.

9.0 RECOMMENDATIONS that:

(a) the Committee considers the model and scope set out in the report to undertake the Ollerton & Boughton Neighbourhood Study; and

(b) approves the proposals detailed at paragraphs 5.1 and 5.2.

Reason for Recommendations

To develop a Neighbourhood Study approach so to inform current and future policy development for a study area, to the benefit and prosperity of its residential and business community.

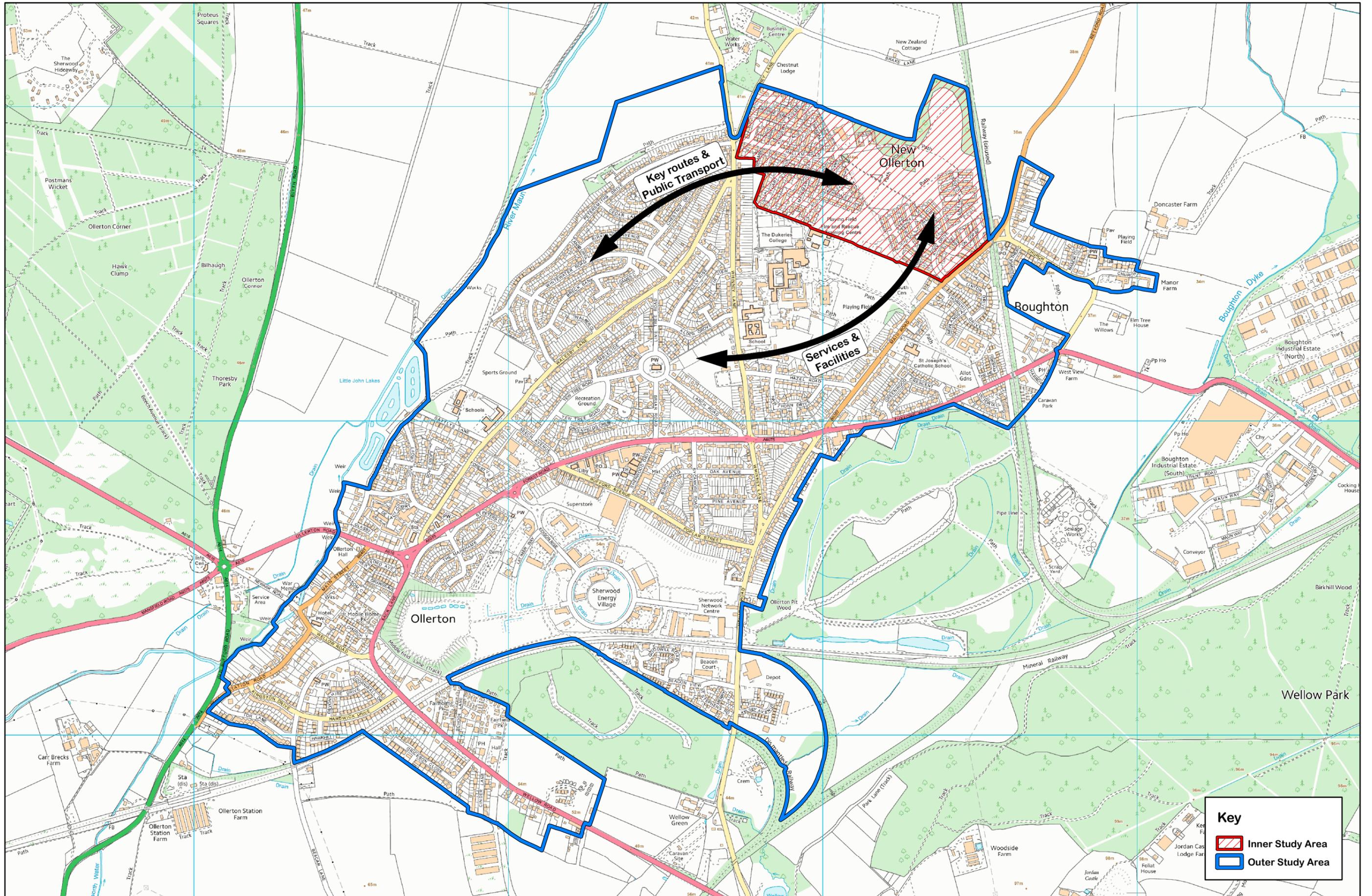
Background Papers

For further information please contact Rob Main, Strategic Housing – Business Unit on 01636 655930.

Karen White
Director - Safety

Strategic Priority	How a neighbourhood study contributes
<p>Homes</p> <ul style="list-style-type: none"> • Develop more affordable housing by making maximum use of Section 106 contributions, by acquiring or developing new homes, by reducing the number of empty homes, by bringing forward brownfield land and by recognising that different models and definitions of ‘affordable housing’ could increase the scope and choice in housing • Review the Council’s own stock and land to encourage appropriate growth and development • Ensure that planning policies include scope for small-scale development in villages and smaller settlements where the community are in support • Provide support and signposting to relevant support services and agencies • Review the way in which all council policies and services support the most vulnerable in our community 	<p>A neighbourhood study can contribute to the master planning of a site</p> <p>A neighbourhood study can identify develop opportunities</p> <p>A neighbourhood study can contribute to planning policies</p> <p>A neighbourhood study can help identify service provision/ absence</p> <p>A neighbourhood study can provide insight into resident needs</p>
<p>The Economy</p> <ul style="list-style-type: none"> • Directly engage with schools and colleges on training choices, careers advice and business brokerage 	<p>A neighbourhood study can engage with training providers and help identify local needs/ opportunities</p>
<p>Safety and Cleanliness</p> <ul style="list-style-type: none"> • Counter and reduce anti-social behaviour • Tackle fly-tipping and dog-fouling and encourage reporting and a robust approach to prosecuting offenders • Encourage a greater engagement with Neighbourhood Watch, Community Contracts and Safer Neighbourhood Groups • Continue to devolve services to local communities and review residual service delivery options • Develop a programme of Neighbourhood Studies to support community renewal 	<p>A neighbourhood study can identify potential activities and design to counter and reduce anti-social behaviour</p> <p>A neighbourhood study can map environmental health issues</p> <p>A neighbourhood study can create a forum to engage Neighbourhood Watch etc to help guide the study</p> <p>A neighbourhood study can examine the capacity of communities to take on services</p>
<p>Healthiness</p> <ul style="list-style-type: none"> • Support and participate in policy development to address improved public health and ensure that health promotion and illness prevention activities are supported through the activities of the Council, Active4Today and Newark & Sherwood Homes 	<p>A neighbourhood study can map potential health issues at a local level</p>

Map 3: Relationship between Inner and Outer Study Areas



Key

- Inner Study Area
- Outer Study Area

RECONSTITUTION OF WORKING PARTIES/TASK & FINISH GROUPS

1.0 Purpose of Report

1.1 To reconvene the Growth Investment Fund & Policy Monitoring Group and the Local Development Framework Task Group (LDF).

2.0 Growth Investment Fund & Policy Monitoring Group

2.1 The remit of this Group is to set the direction of the fund and monitor progress.

2.2 The Group's previous Membership consisted of 5 members of the Committee.

2.3 It is therefore proposed to reconvene the Growth Investment Fund & Policy Monitoring Group with the following terms of reference and 5 members.

Name	Growth Investment Fund and Policy Monitoring Group
Purpose	To set the direction of the fund and monitor progress

3.0 Local Development Framework Task Group

3.1 The remit of this Group is to oversee and advise on the progress of the Local Development Framework production and to make recommendations to this Committee on the LDF.

3.2 The Group's previous Membership consisted of 2 members of this Committee, 1 member from the Policy & Finance Committee; 3 members of the Planning Committee and 2 members from the Housing & Communities Committee.

3.3 It is therefore proposed to reconvene the Local Development Framework Task Group with the following terms of reference with a membership as noted in paragraph 3.2.

Name	Local Development Framework Task Group
Purpose	To oversee and advise on the progress of the Local Development Framework production and to make recommendations to this Committee on the LDF

4.0 RECOMMENDATIONS that:

(a) the Growth Investment Fund and Policy Monitoring Group be reconvened in accordance with Paragraph 2.3 of the report; and

(b) the Local Development Framework Task Group be reconvened in accordance with Paragraph 3.3 of the report.

Reason for Recommendations

To reconvene the appropriate Working Parties/Task & Finish Groups.

Background Papers

Nil

For further information please contact Nigel Hill on Ext. 5243.

Andrew Muter
Chief Executive

PERFORMANCE MANAGEMENT UPDATE – 2015/16 END OF YEAR UPDATE

1.0 Purpose of Report

1.1 This report will provide Members with a selection of performance information falling under the remit of the Economic Development Committee.

2.0 Background

2.1 The Council’s performance management framework is administered using Covalent, the performance management system. Each Business Unit has a selection of performance indicators which are used to inform its management.

2.2 Where performance indicators are measured against a target, their status is reflected by a colour as follows:

	Green status - P.I.’s performing at or above target
	Amber status - P.I.’s performing at minimum level of service delivery
	Red status - P.I.’s performing below minimum level of service delivery

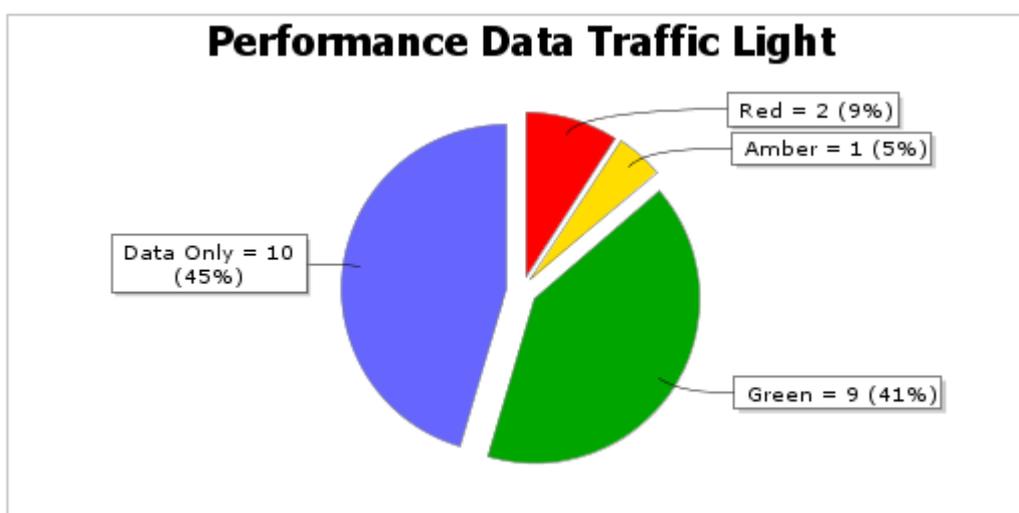
2.3 Targets for all key performance indicators are agreed with Business Managers and their Directors at the start of each financial year.

2.4 Data only performance indicators are not measured against a target.

3.0 Performance Information

3.1 A selection of detailed Business Unit performance data is attached at **Appendix A** for information. An overview of their mid-year performance is reflected in the pie chart below.

Overview of Performance Indicator Status



4.0 Equalities Implications

4.1 There are no direct equalities implications of the report itself as the report is for information only. However, there may be some implications relating to the individual performance indicators included in the report's Appendix.

5.0 Impact on Budget/Policy Framework

5.1 There are no direct budget/policy framework implications of the report itself as the report is for information only. However, the Committee could take any of the financial performance into account when considering its budget.

6.0 RECOMMENDATION

That the contents of the report be noted.

Reason for Recommendation

This report is to keep Members informed of the latest performance information relating to the Economic Development Committee so there are no recommendations requiring action

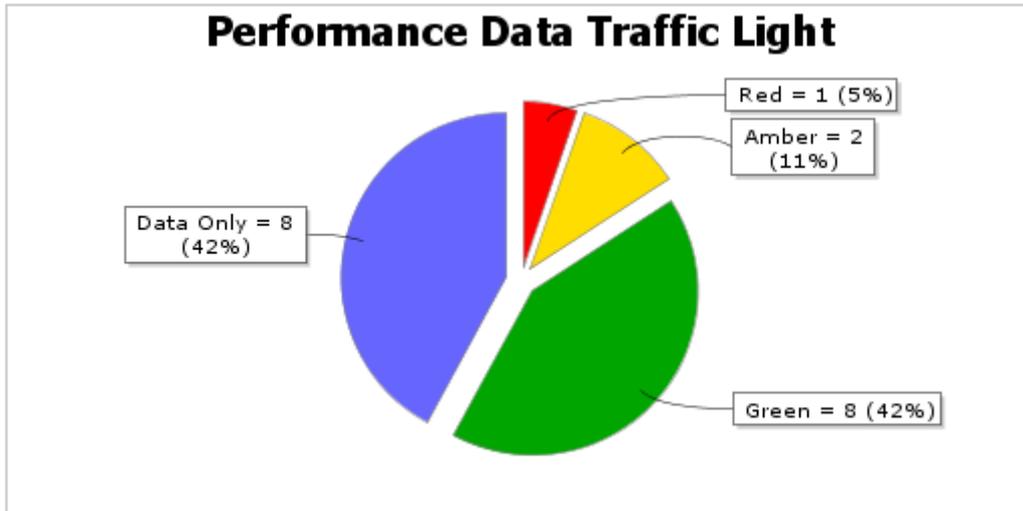
Background Papers

Nil

For further information please contact Ged Greaves on Ext 5231.

Kirsty Cole
Deputy Chief Executive

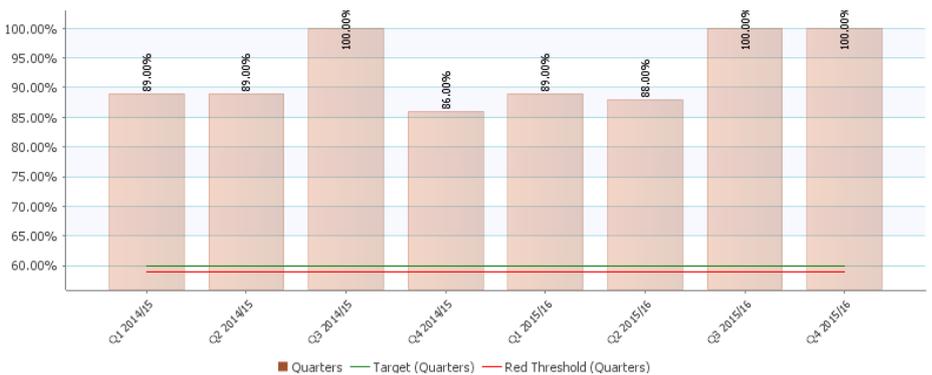
Committee Performance Report – Economic Development



Avg % of planning applications determined within the national target (13 weeks) - Major applications

Rolling / Snapshot
Outturn

Latest result for 2015/16 as of Q4 2015/16

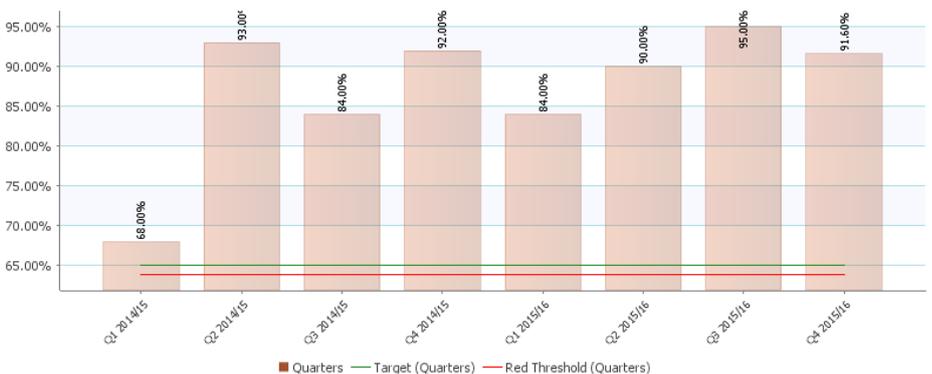
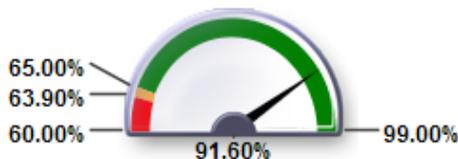


Commentary:	Development Business Manager:
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Avg % of planning applications determined within the national target (8 Weeks) - Minor applications

Rolling / Snapshot
Outturn

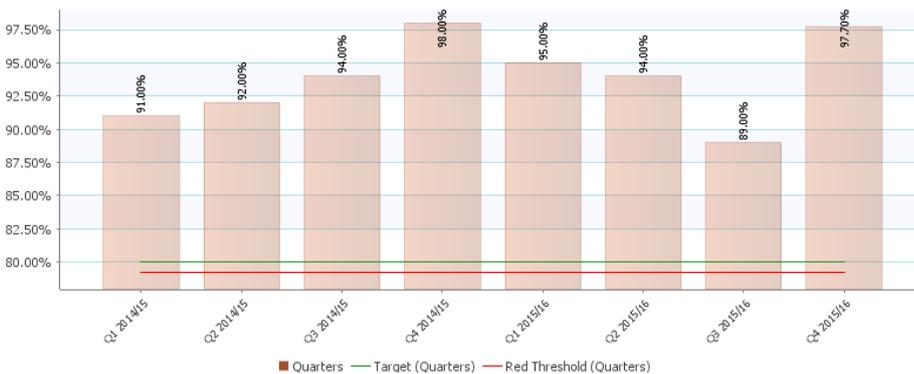
Latest result for 2015/16 as of Q4 2015/16



Commentary:	Development Business Manager:
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Avg % of planning applications determined within the national target (8 weeks) - Other applications Rolling / Snapshot Outturn

Latest result for 2015/16 as of Q4 2015/16

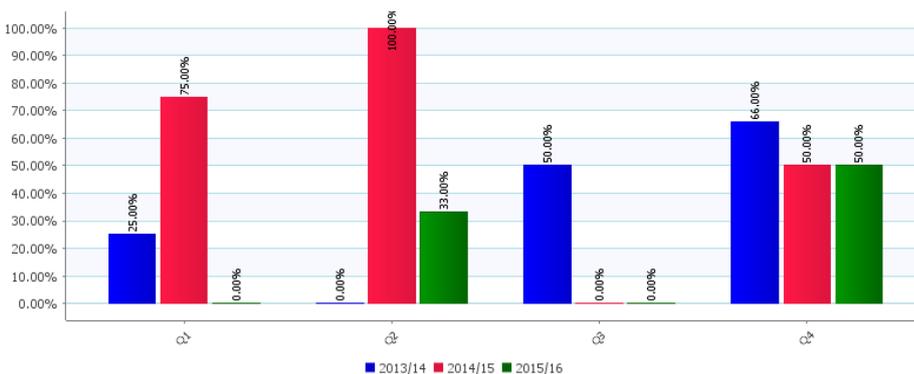


Commentary: Development Business Manager:

% of appeals allowed against planning committee decisions

Actual for Period

Q4 2015/16 result
50.00%

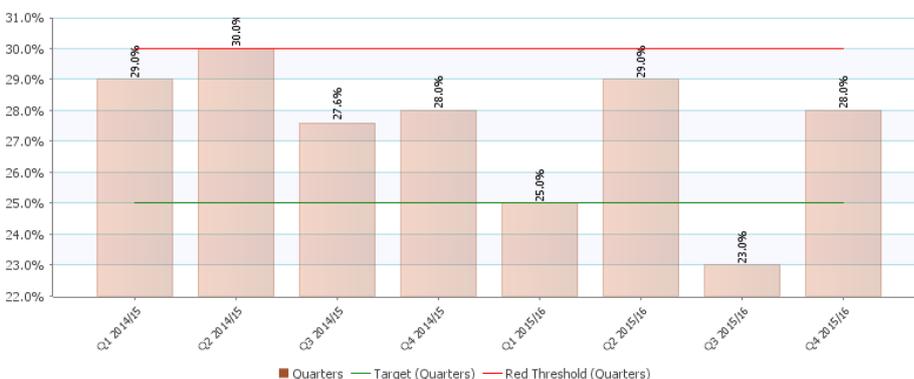
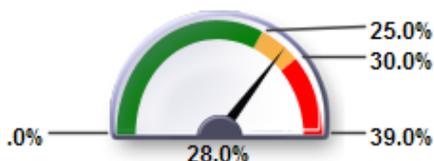


Commentary: Development Business Manager:

% of planning application appeals allowed

Rolling / Snapshot Outturn

Latest result for 2015/16 as of Q4 2015/16

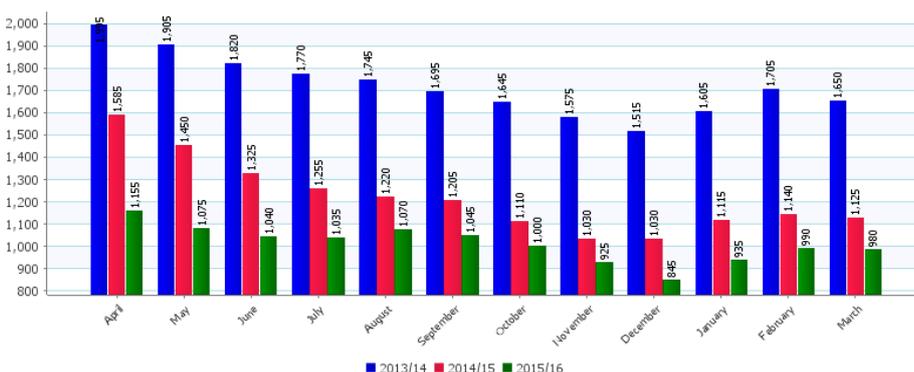


Commentary: Development Business Manager:

No. of JSA claimants for Newark & Sherwood

Actual for Period

Latest result for 2015/16 as of March 2016
980

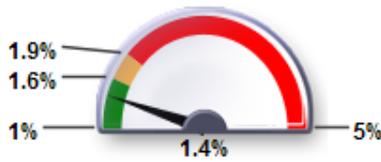


Commentary: Policy & Commissioning Business Manager:

% of total JSA Claimants within the District

Rolling / Snapshot
Outturn

Latest result for 2015/16 as of March 2016

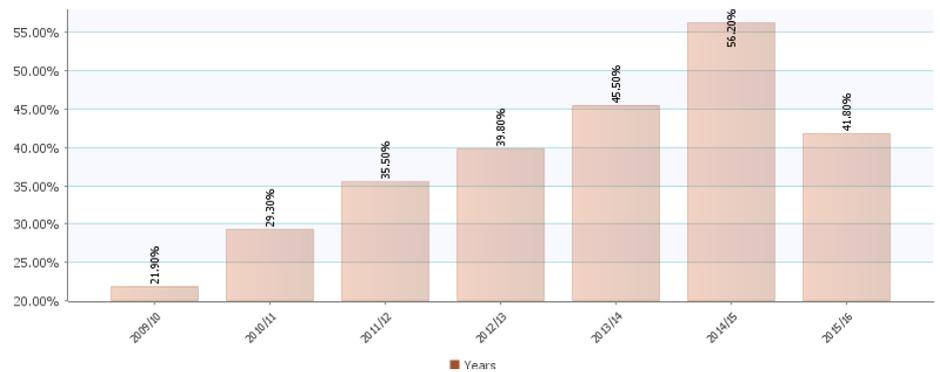


Commentary: Policy & Commissioning Business Manager:

Spend with Local Suppliers as a % of total third party spend (CO1 & CO2) (All NG and LN postcodes) Excl Public Sector, Energy & Fuel Spend

Actual for Period

2015/16 result
41.80%

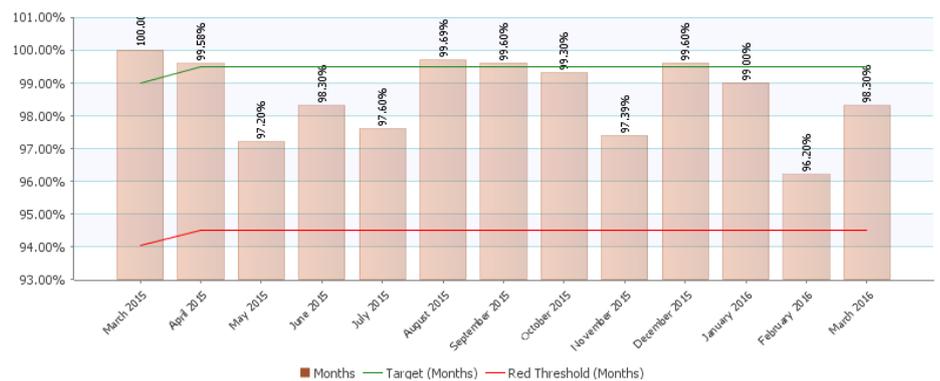
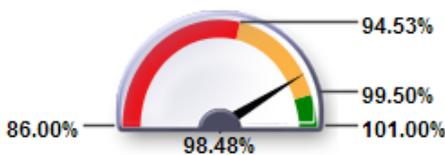


Commentary: Procurement Business Manager : The Council’s spend with R G Carter in 2015/16 for construction of the new Leisure Centre and the Visitors Hub is not included because invoices were payable to their Head Office which has a King’s Lynn postcode (PE34 3AH). The proportion of ‘local’ spend would increase from 41.8% to 68.6% if this spend were included (£7,575k).

Avg % of invoices for commercial goods & services paid within 30 days - Whole Council (excl NSH)

Actual for Period

Average result for 2015/16 as of March 2016

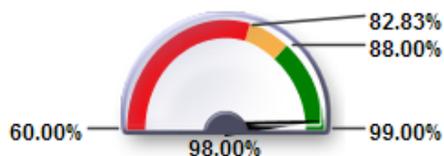


Commentary: Financial Services Business Manager: The performance relating to this PI is not something that I have control over. Business Managers are regularly reminded of the need to process invoices quickly.

The graph is showing the actual result for each month. The gauge is displaying the average result for the year.

Avg % of units occupied - Commercial Property

Average result for 2015/16 as of Q4 2015/16



Actual for Period



Commentary:

Asset Management Deputy BM:

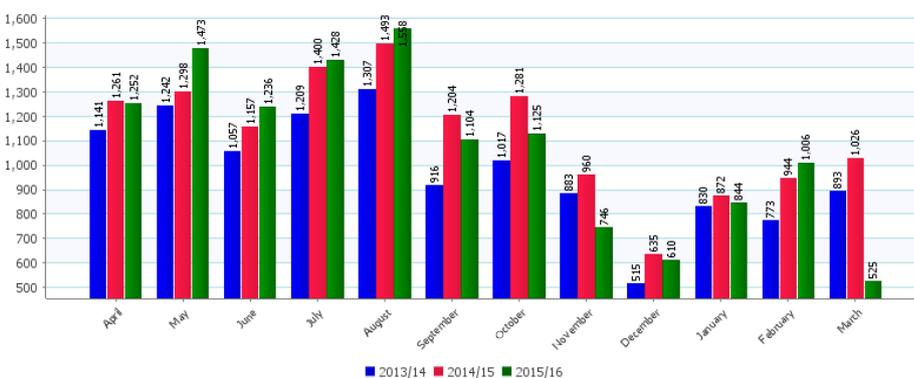
The graph is showing the actual result for each quarter. The gauge is displaying the average result for the year

No. of visitors to TIC - Newark

Cumulative result for 2015/16 as of March 2016

12,907

Actual for Period



Commentary:

Economic Growth Business Manager: The figure for March 2016 reflects that Newark TIC closed in this month and is now incorporated into the visitor hub.

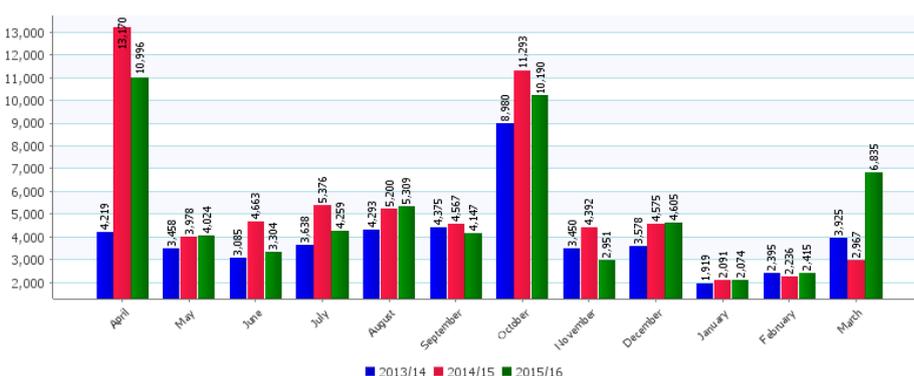
The graph is showing the actual result for each month. The gauge is displaying the cumulative result for the year.

No. of visitors to TIC - Sherwood

Cumulative result for 2015/16 as of March 2016

61,109

Actual for Period



Commentary:

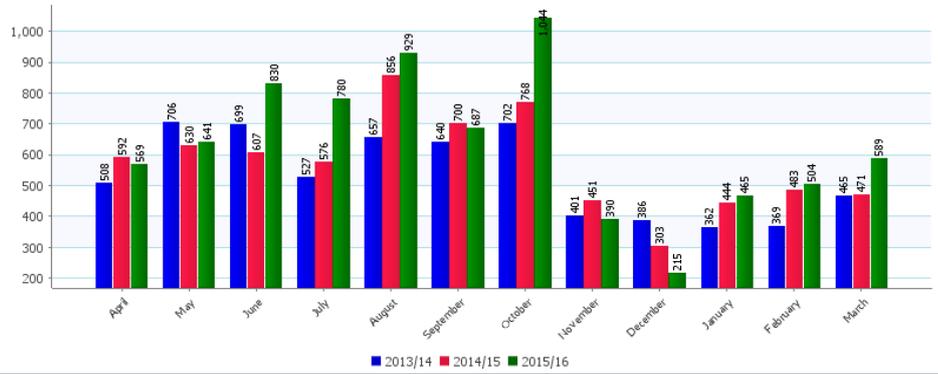
Economic Growth Business Manager: The peak in April 2015, October 2015 and March 2016 reflect the Halloween and Easter trails undertaken at Rufford.

The graph is showing the actual result for each month. The gauge is displaying the cumulative result for the year.

No. of visitors to TIC - Southwell

Actual for Period

Cumulative result for 2015/16 as of March 2016
7,643



Commentary:

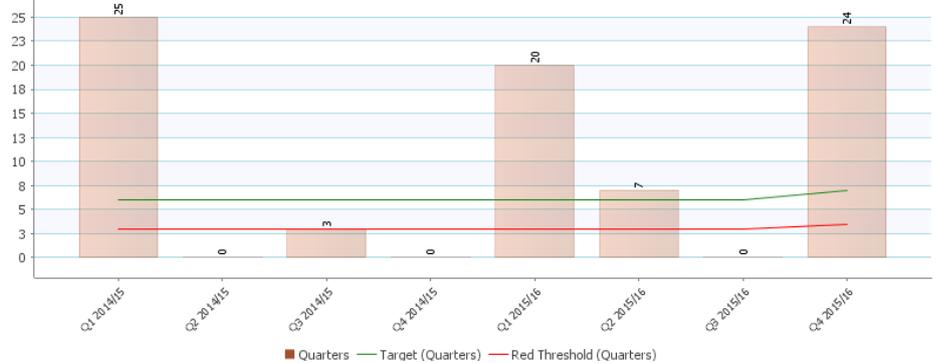
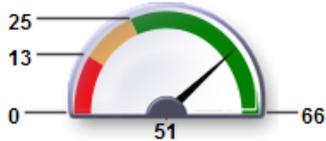
Economic Growth Business Manager: The increase in visitors to Southwell reflects a change in rota structure for the volunteers and additional training meaning that there is more cover in the TIC and therefore more visitors recorded.

The graph is showing the actual result for each month. The gauge is displaying the cumulative result for the year.

No. of Jobs created through the Growth Investment Fund

Actual for Period

Cumulative result for 2015/16 as of Q4 2015/16



Commentary:

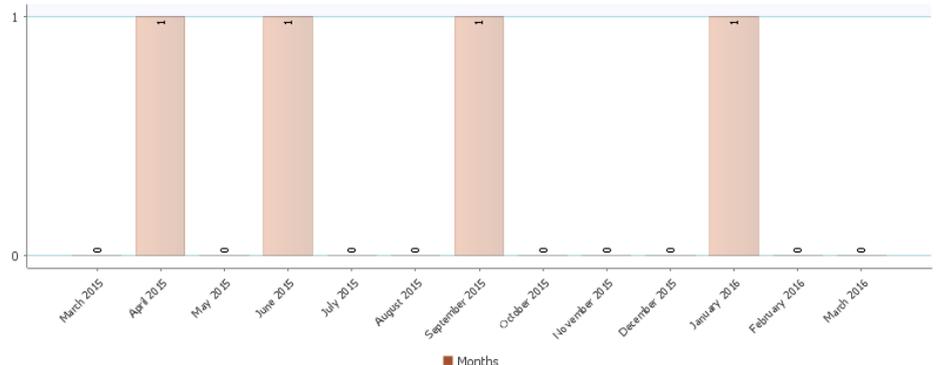
Economic Growth Business Manager: Although the number of loans is considerably lower than anticipated, the jobs created figure has been excellent.

The graph is showing the actual result for each month. The gauge is displaying the cumulative result for the year.

No. of Growth Investment Fund loans awarded

Actual for Period

Cumulative result for 2015/16 as of March 2016



Commentary:

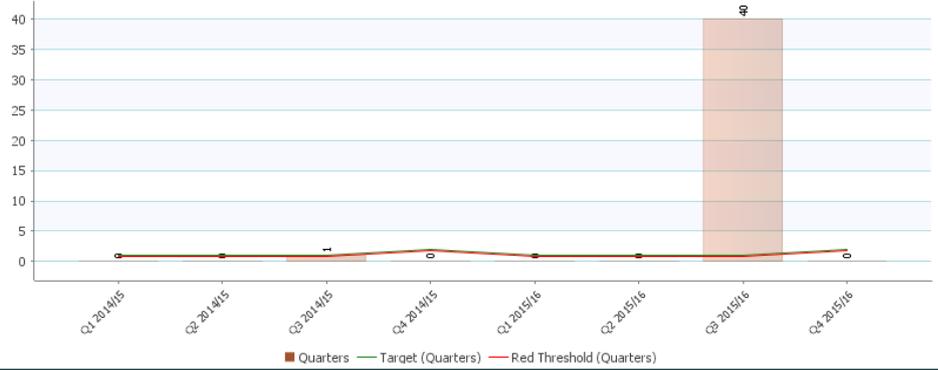
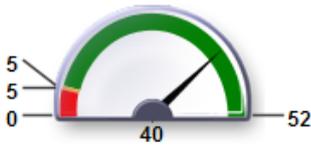
Economic Growth Business Manager: Although the number of loans is considerably lower than anticipated, the jobs created figure has been excellent.

The graph is showing the actual result for each month. The gauge is displaying the cumulative result for the year.

No. of leads generated by Invest in Nottingham/UK Trade & Industry/Other Agencies

Actual for Period

Cumulative result for 2015/16 as of Q4 2015/16



Commentary:

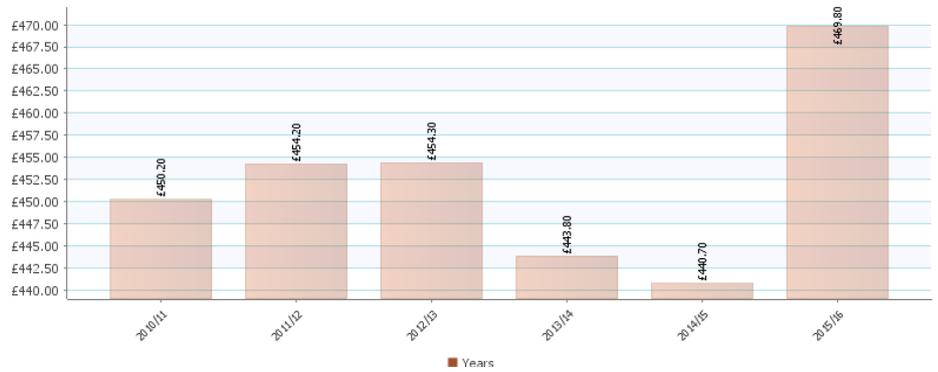
Economic Growth Business Manager: Work is now underway with Marketing Nottingham and Nottinghamshire to develop this crucial area.

The graph is showing the actual result for each quarter. The gauge is displaying the cumulative result for the year.

Earnings by Residence - Gross Weekly Pay - All Full Time Workers (N&S)

Rolling / Snapshot
Outturn

2015/16 result
£469.80



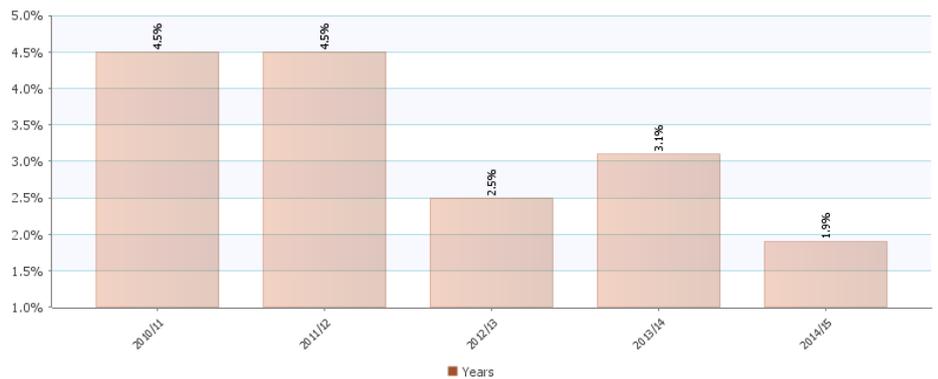
Commentary:

Performance Business Manager: Deemed no further commentary necessary

% NEETS (Nottinghamshire)

Rolling / Snapshot
Outturn

2014/15 result
1.9%

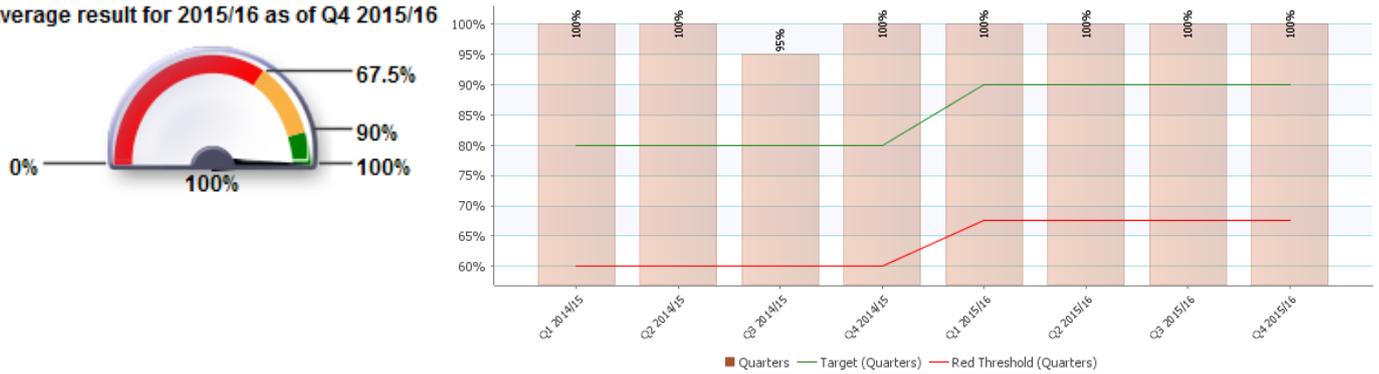


Commentary:

Performance Business Manager: Deemed no further commentary necessary.

Avg % of validated applications decided within National deadline (8 weeks) – Trees protected by TPO

Average result for 2015/16 as of Q4 2015/16



<p>Commentary:</p>	<p>Technical Support (Growth) Business Manager: The business unit continues to perform well above target in this area of works against nationally set target, working collaboratively with neighbouring Authority in respect of specialist tree advice.</p> <p><i>The graph is showing the actual result for each quarter. The gauge is displaying the average result for the year.</i></p>
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