

Newark Town Executive Board

Friday, 26 September 2025 at 1.30 pm

Online Meeting - MS Teams

**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 helen.brandham@newark-sherwooddc.gov.uk.

AGENDA

	<u>Page Nos.</u>
1. Apologies for Absence	
2. Declarations of Interest	
3. Chair's Welcome	
4. Minutes of Meeting held on 7 July 2025	1 - 8
5. Towns Deal/Plan for Neighbourhoods Programme Update and Local Assurance Framework	9 - 114
PfN Regeneration Plan (Report Recommendation) Towns Fund Programme Update (Report Recommendation) Local Assurance Framework (Report Recommendation)	
6. Membership and Representation Update	Verbal Report
7. Newark Masterplan Update	Verbal Report
8. Any Other Business	
9. Date of Next Meeting	

Monday, 10 November 2025 @ 13:30 hours

NEWARK AND SHERWOOD DISTRICT COUNCIL

Minutes of the Meeting of **Newark Town Executive Board** held Online on Monday, 7 July 2025 at 10.00 am.

PRESENT:	Louise Casey	Newark & Sherwood CVS (Co-Chair)
	Penny Taylor	Lincoln College Group (Co-Chair)
	Tony Aspbury	Newark Showground (Vice-Chair)
	Cllr. Dawn Campbell	Newark Town Council
	James Carpenter	BB Mortgages
	Cllr. Rowan Cozens	Newark & Sherwood DC
	Neil Cuttell	Newark & Sherwood DC
	Joelle Davies	Nottinghamshire County Council
	Joshua Farmer	Newark & Sherwood DC
	Andrew Fearn	St. Mary Magdalene with St. Leonards
	Sarah Husselbee	Newark & Sherwood DC
	David Inger	Newark College
	Sanjiv Kohli	Newark & Sherwood DC
	Kathryn Sharp	Environment Agency
	Rose Thompson	Historic England
APOLOGIES FOR ABSENCE:	Insp. Charlotte Elam	Nottinghamshire Police Authority
	Matthew Gleadall	Newark Town Council
	Jane Hutchinson	Newark & Sherwood DC
	Claire Ward	EMCCA

9 DECLARATIONS OF INTERESTS

None submitted.

10 CHAIR'S WELCOME AND UPDATE ON PLAN FOR NEIGHBOURHOODS GOVERNMENT WORKSHOP

The Co-Chair, Louise Casey (N&S CVS), welcomed everyone to the online meeting and provided an update on the Westminster briefing she had attended. She noted that the Board's regeneration plans were to be submitted by 28 November 2025. She highlighted that there had been an emphasis on promoting community involvement and the avoidance of using external consultants where possible, noting the importance of community hubs. It was also noted that the Newark Board had made significant and positive progression in developing plans in comparison to some other areas.

Tony Aspbury (Newark Showground) stated that he was a strong advocate of using local knowledge and expertise but raised concerns about how this approach might impact the Council's obligation to ensure best value for money. In response, Neil Cuttell (NSDC) referred to the Board's evidence base that had been collected the previous year using consultants and in-house teams. He mentioned that NSDC officers were currently drafting the Regeneration Plans for the Board's approval, using the findings gathered previously as well as more

recently available information. Sanjiv Kohli (NSDC) pointed out that reliance on local experts would depend on the availability of volunteers with the necessary skills for sometimes complex projects. He also added that involving NSDC officers had implications for resources and capacity.

11 MINUTES OF MEETING HELD ON 3 JUNE 2025

AGREED that the Minutes of the meeting held on 3 June 2025 be accepted as a true record.

12 PLAN FOR NEIGHBOURHOODS REGENERATION PLAN - UPDATE REPORT AND RECOMMENDATIONS

The Board considered the report and presentation in relation to the Plan for Neighbourhoods (PfN) scheme which provided an update on progress together with identification of the priorities to inform the development of the local Regeneration Plan.

Sarah Husselbee (NSDC) provided the Board with the background to the launch of the PfN programme in March 2025 which had replaced the previous Long-Term Plans for Towns initiative. The PfN had 3 strategic objectives of: building thriving places; strengthening communities; and empowering people of take back control. The scheme would provide Newark, together with the same towns selected through the long-term plans for towns, with a share of the funding, which was based, for the most part, on areas of deprivation. It was a 75% capital scheme with the delivery funding commencing in April 2026. The programme was to be governed by Neighbourhood Boards in each of the areas who would act as fund decision makers, approved to be overseen locally by the Newark Town Board. This Board is required to work with the local authority to develop the Regeneration Plan which had a deadline of 28th November 2025 for submission.

The Board were advised that progress had been made by Officers with the analysis of existing data sets, such as information gathered last year through specialist support, as well as additional data provided by the Government in June 2025. This would be reviewed together alongside the findings from the community engagement, undertaken from 2020 until recently.

Proposed Geographical Boundaries

On 9 April, the Board had approved, with one minor tweak, the re-submission of the boundary submitted to the previous Government though the long-term plan for towns programme. It was updated that this Boundary had subsequently been rejected by the latest Government due to the changes the proposed extension had upon the data sets and methodology for which the towns had originally been selected for funding. Following the rejection of the boundary submitted April 2025, a second boundary was proposed by Officers in June 2025, as shown in Appendix A of the report provided.

Sarah Husselbee, NSDC advised that a very recent update had been provided by Government to inform the Board that the second proposed boundary amendment of June 2025, was also unable to be accepted by the Government. An urgent Chairs decision was therefore taken in the week prior to the Board meeting to accept the red-line boundary as prescribed by Government in June 2025, for the purpose of the PfN scheme, and in order to meet the timescales set by Government. This results in a PfN boundary that excludes the wider proposed areas of Hawton, Balderton and Fernwood.

It was noted that despite these areas being excluded from the formal funding boundary, there was still the opportunity to work closely with them to identify priorities for the Town, albeit any benefits of the investment must be felt within the boundary line. The accepted boundary was presented to Members and was to be included within the draft Regeneration Plan and circulated to all Board Members for completeness.

It was noted that recommendation 'A' in the report provided was to be discounted by the Board, as this recommendation was superseded by the latest updates provided by Government regarding Boundary arrangements.

Development of Regeneration Plan

The Board were advised that further guidance had now been published by Government regarding Regeneration Plans. This includes a requirement to create a 10-year high level vision that would include a more detailed 4-year investment profile for 2026-2030. The structure of the Plan was currently being developed by the accountable body (NSDC) on behalf of the Board following analysis of a variety of different local data-sets engagement and insights, details of which were provided in appendix 2 of the report. The Plan's structure was set by the Ministry for Housing, Communities & Local Government (MHCLG) with the final approved document to be published on the Board's website in the future. The Plan must also contain information in relation to alignment to alternative funding streams, local investments and strategies.

It was intended to submit the draft Plan to the next meeting of the Board in September 2025, following which it would be presented to NSDC's Cabinet for approval in November 2025 before being submitted to Government thereafter. The timeframe is for April 2026 being the date for the initial delivery funding to commence with final tranche of capacity funding for 2026/2027.

The report provided sought approval from the Board of the draft PfN investment priorities interventions, vision statement and 4-year funding profile, to help form the basis of the draft Regeneration Plan document. It was noted that this detail would be formally confirmed once the Regeneration Plan was approved by Government, and subject to usual local assurance processes.

Vision Statement

In considering the draft Vision Statement, as set out in the report provided, the Board were asked for their feedback and to put forward any amendments they might wish to be included.

Board members suggested that reference be made to: the importance of the town's heritage and culture and how this would be protected for future generations; and specific comment about the environment. Board members were advised to forward any further suggestions to Sarah Husselbee by the end of July. These would then be worked into a revised vision statement for presentation and approval to the September board meeting.

Initial Draft and Indicative 4-Year Investment Profile

It was reported that the Regeneration Plan should be complemented by an initial Investment Plan which detailed more specific funding plans for the first 4 years of the scheme (2026/2030). The projects were not required to be fully defined, more so the type of project and interventions the Board would wish to pursue. The draft investment profile was included at Table 2 of the report for the Board members consideration. This included potential funding for operational expenses such as programme management, town centre events, residential conversions and a neighbourhood grant scheme.

In considering the investment profile Penny Taylor noted that, in relation to the neighbourhood grant scheme, she was aware that these were run by local CVS's in other areas, querying whether it was the intention for Newark to run the scheme in the same way. Louise Casey advised that the Newark CVS would be willing to explore the possibility to administer the scheme in partnership with the Council, noting that it would prevent people from thinking it was a Council grant. In noting that the funding for events could be administered by the college and the neighbourhood grant scheme by the CVS, Penny Taylor suggested that it may be beneficial for smaller sub-committees to consider applications, rather than a single person. Sarah Husselbee added that further planning was needed to agree the criteria and appraisal process for all grant schemes within the local PfN programme.

In summarising the funding schemes, Sarah Husselbee advised that the intention was to provide two different levels of grant based on previous Board discussions. An annual grant scheme that would be predominantly for community and voluntary sector organisations and a single capital grant call to enable some of the larger transformation projects to be brought forward over the first 4 years, adding that this would form the development of the regeneration plan.

The Board were asked to consider if their preference remained to deliver the grants through this two-tier approach, to enable a variety of project values to be supported through the scheme, or if the preference was to award smaller grants only. It was agreed that the preference was to offer a variety of grant sizes through the scheme, where possible.

AGREED (unanimously) that:

- a) the updates relating to the PfN geographical boundary, as detailed in the report be noted and that the latest proposed local boundary being considered by the Government (Image 2 of Appendix A) be endorsed. – **recommendation discounted due to boundary updates provided above.**

- b) the draft vision statement for the purpose of developing the PfN Regeneration Plan, as detailed in the report and the above suggested amendments, be noted and that Board members forward any further suggestions to Sarah Husselbee with a final vision statement to be agreed in advance of submitting the Regeneration Plan;
- c) the Board's preferred draft priority investment themes and interventions to support the development of the local Regeneration Plan, as detailed in the report, be confirmed;
- d) the Board's initial draft and indicative 4-year investment profile to support the development of the local Regeneration Plan, as detailed in the report, be confirmed; and
- e) the release and commitment of any future funding within the indicative 4-year investment profile remains, subject to approval of a final Regeneration Plan by the Board, Accountable Body and Government, be noted. This was in addition to completion of all local assurance processes, such as the development of project Business Cases and subsequent approval from both the Board and Accountable Body's S151 Officer, as detailed within the report.

13 EVENTS AND ENGAGEMENT UPDATE - NEWARK COLLEGE

The Board considered the verbal report of David Inger (Newark College) which provided an update on events and engagement activities, which included plans for summer and autumn events. He advised that he had been tasked with liaising with local businesses and stakeholders to ascertain ways in which to bolster engagement in the town with a view to encouraging people to dwell, increase expenditure in the town and encourage them to return. He noted that there was a different concerns dependant on the type of business.

In relation to the Plan of Events, he advised that businesses had welcomed the document which could be displayed in their businesses, rather than having to scroll through Facebook or numerous websites. He added that the use of flyers was also welcomed by businesses in the town and that the District Council's relaunch of the What's On Guide had been well received.

A summary of planned activities was reported, including: demonstrations by a celebrity chef; beach in the market place; workshops in relation to sustainable eating provided by NSDC; information on composting; a festival at the end of the summer (details to be confirmed); dragon boat race; record fairs; half marathon; and heritage open days towards October. In the run-up to Halloween, it was proposed to have a two-week programme of activities which would include a monsters' trail with potentially nine different businesses being involved culminating in a community fun day on 1 November with Radio Newark broadcasting from the marketplace. The YMCA had expressed an interest in having a stand or to host some events. Other events planned were gym

demonstrations; dance group demonstrations; boxing demonstrations; demonstrations and community engagement by the Police and Fire Service and an idea of a flash mob in the marketplace was also being considered on a regular market day. Consideration was also being given to decorating disused shops in Newark with a spooky theme and students from the college and scare actors from Circus Starlight standing in the shops as a statue. Circus Starlight had also indicated that they could provide jugglers and stilt walkers etc. to add to the entertainment.

In noting the programme of events developed by Newark Creates, David Inger commented that it was hoped that the Newark Town Board's initiative would link together and work collaboratively to create the 2026/2027 programme. He added that after the college's summer break he would be visiting schools, community hubs and parish councils to promote engagement with the Board.

In noting the above, the Board were advised that the development of an Event Plan was nearing completion and that this would be shared with the Board when approved, further noting that this would provide structure to the events as mentioned above. The Board were also advised that work on the specification and development of the plan for 2026/2027 was required, ideally by October/November alongside the Regeneration Plan so that the booking of planned activities and events could be secured.

AGREED that the verbal update provided by David Inger (Newark College) be noted.

14 ASSURANCE FRAMEWORK UPDATE - NSDC

The Board considered the verbal update in relation to the Local Assurance Framework Review. Sarah Husselbee advised that within the Government's prospectus, there was a requirement for all local boards to ensure that their local assurance framework was fit for purpose for any existing funding streams as well as the PfN initiative, noting that for Newark this included Newark Towns Deal.

In noting that the revised framework would be formally provided to the Board in September 2025 for consideration, the proposed key changes were highlighted including: a threshold-based approach to ensure the plans met the needs of the local authority, the accountable body and the Government's prospectus. In developing the threshold approach, 3 different values of grants had been identified as:

High	£1m or more (total grant)
Medium	£250k to £999k (total grant)
Low	£249k (total grant)

The proposals would ensure that the updated local assurance framework set out requirements for business case development, approval and funding arrangements for projects falling within each of the above three value thresholds. It was noted that the value of grants would influence the assurance process required, and the proposed requirements for each were presented to the Board and discussed further.

The Board were advised that regardless of the proposed changes to be presented in September, the focus was to ensure activity will remain compliant. Value for money for each application would be assessed whilst using a robust and uncomplicated process.

Neil Cuttall added that the Government had announced that they would be issuing new guidance in January to March 2026 on the new model green book business cases that would not necessarily champion the benefit cost ratio but would more so have a general approach of place shaping which would offer more flexibility.

Sarah Husselbee suggested that assurance requirements be clearly communicated to project promoters in advance of any call for projects to ensure that anyone wishing to submit an application was aware of the required process to be followed.

15 ANY OTHER BUSINESS

Penny Taylor (Newark College) advised that Dave Inger and some students had been working closely with the new owner of the old Wetherspoons. They were currently decorating the boards with themes of Newark which were to be placed in the windows. The boards would also include information in relation to events planned over a two-month period.

In noting that the Newark Town Partnership had now come to the end of its three-year period, Penny Taylor suggested that two of the people involved now be invited to participate in the Board's Steering Group meetings. This was accepted and **AGREED** by the Board members.

Councillor Rowan Cozens (NSDC) raised a concern in relation to a lack of a physical Tourist Information Centre (TIC) in the town. She referred to the White Hart building, noting that it dated from the 14th Century and was described as one of the most paramount examples of urban timber framed architecture, dating back to 1312. She noted that it was currently for sale on the open market as a commercial premise for £250,000, suggesting that consideration be given to purchasing it as it was the only surviving example in the UK, urging the Board to prioritise buildings of importance in their medieval walled town.

In response, Rose Thompson (Historic England) advised that her organisation had expertise in such acquisitions and would be willing to assist, should the Board wish to progress that.

Tony Aspbury (Newark Showground) queried whether it was possible for the Board to actually own such an asset, or whether the Board could lease it, should it be purchased by someone else, and perhaps use it as a TIC.

Penny Taylor stated that the Board's plans for the future would require consideration, adding that the building would work well as a community space but the question raised by Tony Aspbury in relation to ownership required clarification.

Neil Cuttall (NSDC) sought to clarify some of the issues such a purchase could raise. These included: the bulk of capital funding was for 2027/2028 onwards and therefore PfN investment would not be available in the immediate future based on the existing preferred profile. It was also added that project proposer would be required and a business case written; the business case would not just require detail of the purchase price, but must also include the cost of refurbishment, citing the costs of bringing the Stodman Street building back into use; there would be a need for a degree of survey work to be undertaken and due diligence prior to proceeding with such an acquisition; this would be revenue expenditure.

Rose Thompson advised that Historic England could assist with things like condition surveys and reiterated that they had offered to fund certain things in the past so could assist with acquisition grants.

In closing the discussion, Louise Casey thanked everyone for their attendance and input.

16 DATE OF NEXT MEETING

Friday, 26 September 2025 @ 13:30 hours

Meeting closed at 11.36 am.

Chairman

NEWARK TOWN BOARD MEETING
26 SEPTEMBER 2025

Towns Deal/Plan for Neighbourhoods Programme Update and Local Assurance Framework

1.0 Purpose of Report

- 1.1 To provide key recommendations relating to the Towns Deal programme and the Plan for Neighbourhoods (PfN) scheme as well as the board's Local Assurance Framework (LAF).

2.0 RECOMMENDATION that the Newark Town Board:

- 1) Approve the board's proposed Plan for Neighbourhoods (PfN) Local Regeneration Plan for submission to government by 28th November 2025, comprising the 10-year vision document, as provided in Appendix 1 of this report, and the indicative four-year investment profile (2026-2030), as provided in Appendix 2 of this report.
- 2) Note that financial commitments within the four-year investment profile (Appendix 2) remain subject to the approval of plans by the Ministry of Housing Communities and Local Government (MHCLG), as well as future approval from both the board and council's Section 151 Officer to commence project/grant scheme delivery, following ongoing planning and preparation, as detailed in 3.4 of this report.
- 3) Agree the proposed next steps regarding the delivery of the PfN programme and submission of the Regeneration Plan, as detailed in 3.5 and 3.6 of this report.
- 4) Note the updates relating to the Towns Deal programme, including the revised scheme name of the 'Local Regeneration Fund', and the governance arrangements as detailed within 5.2 and 5.3 of this report.
- 5) Approve the proposed updated Newark Town Board Local Assurance Framework (also requiring approval from the accountable body prior to implementation), as provided in Appendix 4 of this report.

3.0 Plan for Neighbourhoods

- 3.1 Following the Plan for Neighbourhoods (PfN) scheme announcement in March 2025, the board has discussed and agreed various draft plans and priorities relating to a local PfN 'Regeneration Plan'. The board will re-call that all areas set to receive up to £19.5m PfN investment are required to develop this Regeneration Plan and submit to government by no later than 28th November 2025 to draw down programme delivery funding from April 2026. The plan must include both a publishable document articulating the 10-year vision for the area through scheme investment, as well as an investment profile for the first four years of scheme delivery (2026-2030).
- 3.2 Following discussions held by the board to date, a copy of the proposed Regeneration Plan (10-year vision document) for approval by the board, is provided in Appendix 1 of this report. This document has been formalised on behalf of the board, by Officers of Newark and Sherwood District Council, to reflect the board's discussions and preferences to date and following community engagement. Once approved by government, this document is required to be public facing and remain consistent throughout the 10-year funding period, aiming to

articulate the board's overarching vision and strategy for investment over the next decade. The structure of the document is set through guidance provided by the Ministry of Housing, Communities and Local Government (MHCLG) in late June and July 2025. Content is then applied to local circumstances including alignment to key strategic documents, existing funding streams and other recent investments within the area. Similarly, alongside data and evidence, the plan is underpinned by the findings of community engagement, ensuring the voice of the local community informs the development of board plans.

- 3.3 In addition to the 10-year vision document, and as part of the Regeneration Plan submission process, there is a second requirement for all areas to submit a separate, and indicative investment profile for the first four years of the scheme delivery (2026-2030), as well as evidence of governance related compliance. In doing so, boards do not need to have selected fully defined projects, and the focus is instead understanding the types of interventions and investment themes the board intends to pursue over the next four years against an indicative budget allocation. These investment categories are to be based on the PfN prospectus, allowing boards to select from eight programme investment themes and over 40 pre-approved interventions.
- 3.4 In July 2025, the board agreed to an initial draft investment profile (as provided in Appendix 2). As this profile is understood to continue to reflect the board's initial funding priorities, it is recommended that this profile is formally submitted to Government in November 2025 alongside the 10-year vision document, to form the Regeneration Plan. The board should note that financial commitments within the four-year funding profile remain subject to the approval of plans by the Ministry of Housing Communities and Local Government (MHCLG), as well as future approval to commence project or grant scheme delivery, from both the board and the council's Section 151 Officer. This will follow ongoing project preparation and planning over the coming months, with the expectation that the delivery of initial projects or grant schemes will commence from April 2026, in accordance with the spend profile. Capacity funding for the financial year 2025/2026 is now confirmed by MHCLG and available to spend, also following previous approval granted by the board and Section 151 Officer regarding its uses.
- 3.5 Subject to the board's approval of the Regeneration Plan (10-year vision document and indicative four-year profile), the documents will be presented to the accountable bodies Cabinet, prior to submission to government. This is in addition to engagement with the local MP and the East Midlands County Combined Authority (EMCCA) regarding the board's plans, in accordance with the fund prospectus. Upon the submission of plans to government, responses to all MHCLG queries will be drafted on behalf of the board by the accountable body, reflecting the contents of the agreed Regeneration Plan. Approval of all draft responses will be sought from the Chairs and council's Section 151 Officer, in advance of submission.
- 3.6 Between November 2025 and April 2026, the board can continue to progress the development of plans relating to projects within the four-year investment profile, to in turn support delivery to commence from the next financial year. It is proposed that at the next board meeting, updates will be provided on the development of plans for each of the projects, including initial recommended delivery arrangements, next steps and timescales. This includes the proposals for the delivery of the 'call for projects', as detailed within current plans.

4.0 Towns Deal Update

- 4.1 The board will be aware that three projects are remaining to complete within the original Towns Deal programme; Castle Gatehouse, 32 Stodman Street and Newark Cultural Heart (Market Place), however these projects are now well advanced in their development or delivery. Project progress and risks continue to be monitored by the project teams, as well as

at a programme level to ensure compliance with funding requirements and key grant deadlines.

- 4.2 Castle Gatehouse: Following Full Business Case (FBC) approval, the project is progressing well in terms of its delivery, with works commencing on site in July 2025. Public consultations took place this summer, with the site now remaining closed until completion. As reported to the board previously, the project team have experienced some delays associated with archaeology findings on site, however the project is forecasted to complete by Autumn 2026 and the project timeline will continue to be monitored closely.
- 4.3 32 Stodman Street: Activity is progressing on site at 32 Stodman Street, with the scheme expected to complete Summer 2026. The project is being carried out in several phases with internal works now within phase 1. The board may recall that the project was delayed earlier this year due to archaeology findings on site, however activity is now proceeding as expected, and risks continued to be monitored by the project team. The commercial units to be delivered as part of the scheme are now being advertised with positive interest shown to date.
- 4.4 Newark Cultural Heart: The scheme includes both an events programme and the Market Place improvement initiative. Following board approval in February 2025, the events programme and evaluation continue throughout 2025/2026, using the remaining Cultural Heart project budget and £50k funding available from the Plan for Neighbourhoods capacity funding to include wider events evaluation.
- 4.5 The Market Place improvement project has progressed in its planning, now completing RIBA stage 2 (initial designs), following consultation with key stakeholders and Newark Town Council. The project now progresses to RIBA 3, with the Full Business Case (FBC) expected to be finalised over the coming months, and presented to the board, the Council's Section 151 Officer, and Cabinet for approval, early 2026, in accordance with assurance processes. Upon FBC approval, capital grant funding has a requirement for spend by March 2028, as set by the UK Government.

5.0 Local Assurance Framework

- 5.1 As reported to the board previously, the accountable body has proposed several changes relating to the board's existing Local Assurance Framework (LAF). This is to ensure local arrangements reflect the latest PfN schemes aims and objectives, compliance to the fund prospectus and to support the operations of the board and ways of working. Appendix 3 of this report provides a summary of the changes, as well as a copy of the proposed and updated LAF for board approval, provided in Appendix 4. Examples of the operational changes include a new threshold-based approach to assurance, allowing for lighter touch business cases for lower value projects, as well updated process relating to board membership and meeting arrangements. The proposals also include the formal board name change from 'Newark Town Board' to 'Newark Town and Neighbourhood Board'. Following board approval, the updated LAF document will require approval on behalf of the accountable body, prior to implementation.
- 5.2 It is important to report that on 2nd September 2025, the UK Government announced a shift from the Towns Deal as known to date, to become part of the 'Local Regeneration Fund'. This fund is described as a consolidation of existing local growth capital funds (Levelling Up Fund, Town Deals, and the Pathfinder Pilot) and changes are intended to empower local authorities, accelerate project delivery and improve value for money. Changes to Towns Deal projects are

predominantly in relation to monitoring, reporting and branding arrangements, however latest guidance confirms that it is the responsibility of each local authority to decide individual governance arrangements for the newly renamed and merged Local Regeneration Fund. It should be recognised that the Local Regeneration Fund does not include or make any changes to the PfN scheme, and the board continues to be responsible for developing the PfN Regeneration Plan and making programme investment decisions for the area.

- 5.3 With the above in mind, the proposed and updated LAF includes arrangements for the board to continue their role in overseeing the confirmed projects within the previous Towns Deal programme (including the live projects of Castle Gatehouse, 32 Stodman Street and Newark Cultural Heart) in addition to governing and making key investment decisions relating to the PfN programme. This is recommended as the TIP projects demonstrate significant strategic alignment to the board's functions and terms of reference, as well as the value added through the board's knowledge, insight and experience of local challenges and opportunities relating to the projects. Further details regarding the specific responsibilities of the board relating to the formerly identified Towns Deal projects and the PfN programme, are provided within the LAF (Appendix 3 and 4).

Newark Town Board meeting reports:

[27 March 2024](#)

[30 May 2024](#)

[27 June 2024](#)

[24 September 2024](#)

[04 December 2024](#)

[14 February 2025](#)

[9 April 2025](#)

[3 June 2025](#)

[7 July 2025](#)

Lead Officers:

Matt Lamb - Director of Planning & Growth, Newark & Sherwood District Council

Sanjiv Kohli - Deputy Chief Executive & Director of Resources, Newark & Sherwood District Council

Neil Cuttall - Business Manager, Economic Growth & Visitor Economy, Newark & Sherwood District Council

Sarah Husselbee - Programmes Manager, Newark & Sherwood District Council

PLAN FOR NEIGHBOURHOODS

Newark Neighbourhood Regeneration Plan 10 - Year Vision (2026-2036)

November 2025



Executive Summary

In March 2025, the UK Government announced the Plan for Neighbourhoods (PfN) initiative; a £1.5 billion programme to invest in 75 areas over the next decade, with Newark identified as one of the places to benefit from programme investment.

Each of the 75 areas were selected by the UK Government based on a combination of local challenges demonstrated through metrics including the indices of multiple deprivation and population size, healthy life expectancy, gross value added per hour worked and skills level (NVQ level 3+ in England and Wales).

The PfN programme aims to tackle these challenges, with a focus on raising living standards, reducing social exclusion, spreading opportunities for young people, improving health and wellbeing, building stronger and more cohesive communities and reducing crime and anti-social behaviour.

The Newark Town and Neighbourhood Board will oversee the delivery of local PfN schemes in Newark, working closely with Newark and Sherwood District Council as the 'Accountable Body' to develop programme plans for investment. The board maintains oversight of key projects within the 2020 Town Investment Plan (TIP) following the receipt of £25m funding awarded through the Local Regeneration Fund, and is experienced at, and responsible for, working with communities and local stakeholders to make key investment decisions for the area, and monitor the successful delivery of selected projects.

The board, with support from the local authority, has developed this Neighbourhood Regeneration Plan, establishing the high-level transformational vision for Newark over the next decade through PfN investment. This Regeneration Plan provides a detailed summary of local challenges relevant to Newark, as well as a series of investment needs supported through data findings and the outcome of community engagement and consultation exercises. Plans have been developed with a focus on ensuring that local people's voices and experiences are at the heart of the PfN plan development, using community feedback to inform planning.

This plan sets out how the scheme will be developed and managed locally to achieve the UK Government's 3 strategic PfN objectives of 'thriving places, stronger communities and taking back control.'

In doing so, several funding priorities are identified for the area, alongside potential opportunities for programme investment within Newark, over the next 10 years. This includes a local focus on 5 key investment themes of:

- Regeneration, Heritage and High Streets
- Transport/Active Travel
- Cohesion
- Safety and Security
- Work, Productivity and Skills

The Newark Town and Neighbourhood Board has ensured local PfN plans complement and enhance other key strategies and investment programmes within the area. In particular, the Newark 2020 TIP, the emerging Newark Town Centre Masterplan, NSDC's Community Plan, the emerging Sustainable Economic Growth Strategy, and the local Community Safety Strategy. Through alignment between existing local strategies and PfN programme plans, the board, with support from the community and key partners, will continue to work towards a shared vision for the area, helping Newark fulfil its maximum potential, as a place for people to live, work, study and visit.

Later within this plan, further details are provided regarding the board's operations and ways of working, including its governance structure and assurance processes as a community led board. This includes the board's plans for ensuring ongoing community engagement throughout the life-cycle of the PfN scheme.

Newark and Sherwood District Council will work closely with Newark Town and Neighbourhood Board, fulfilling its role as the accountable body, and ensuring the legal compliance of all funding related decisions.

The overarching local vision, as set out within this Regeneration Plan, will continue to be built on as the programme develops, using the outcomes of iterative community engagement as well as data and insight to inform PfN scheme decision making. This plan will form the foundations of plans for PfN programme investment, helping the board in selecting key projects for local delivery over the next decade.

Table of Contents

Section	Contents	Page No.
1	Local Context An introduction to the local community, including its history, identity, people, economy and story so far.	5-12
2	Spatial Targeting A map of the agreed PfN geographical boundary and key areas of focus.	13-15
3	Vision For the Future The vision for Newark over the next decade through PfN investment.	16-19
4	Strategic Case for Change The underpinning body of evidence of economic need, market failure and disadvantage, and the findings of community engagement, resulting in an overarching priority intervention list for local PfN investment and intended long term outcomes.	20-39
5	Alignment With Other Programmes and Investments A summary of how local PfN plans align with other investments or UK Government funding streams, as well as local Masterplans, strategies and similar documents.	40-45
6	Match Funding and Leveraging Investment An explanation of how the Newark Town and Neighbourhood Board will attract and maximise opportunities for private and public match funding and investment.	46-47
7	Community Engagement and Involvement A summary of how the Newark Town and Neighbourhood Board will ensure the local community and key stakeholders are involved in the ongoing development and delivery of the Regeneration Plan over the course of the 10 years of funding.	48-50
8	Governance and Assurance Details of the roles and responsibilities of the Newark Town and Neighbourhood Board, as well as the surrounding governance structure and assurance processes.	51-55
9	Appendices Summary	56-57

1.0 Local Context

Page 16

1.1 Neighbourhood Regeneration Plan Background

In March 2025, the UK Government announced the Plan for Neighbourhoods (PfN) initiative; a £1.5 billion programme to invest in 75 areas over the next decade, with Newark identified as one of the places to benefit from programme investment.

The scheme is described as a long-term strategy to fix the foundations of those places most left behind, providing up to £19.5m of funding to each area over a 10-year period, commencing in April 2026.

To deliver the new initiative, the Government has supported the establishment of 'Neighbourhood Boards', putting power in the hands of local people to address deprivation and regenerate their local area. Each board will govern the local funding, making key investment decisions based on knowledge, insight, and engagement with the wider community.

The board, with support from the local authority, is responsible for developing a neighbourhood 'Regeneration Plan' and establishing the local high-level transformational vision for the next decade alongside a more detailed 'Investment Plan' for the first four years of the programme.

The Regeneration Plan will set out how the board will achieve the UK Government's following 3 strategic objectives of the PfN programme:

Building Thriving Places

Strengthening Communities

Empowering People To Take Back Control

By making progress on each of these objectives, local areas will drive forward the Government's long-term missions, through PfN investment. The PfN programme aims to raise living standards, reduce social exclusion, spread opportunities for young people, improve health and wellbeing, build stronger and more cohesive communities

and reduce crime and anti-social behaviour in some of the most 'left-behind areas in the country'.

Programme investment can sit within 8 core themes, supported by a menu of pre-approved interventions provided by the UK Government. These themes include, regeneration, high streets and heritage, housing, work, productivity and skills, cohesion, health and wellbeing, transport, safety and security, and education and opportunity. boards are also given the opportunity to present bespoke interventions for their area, where a specific and unique challenge, may require investment.

Neighbourhood Boards are responsible for deciding the appropriate themes and interventions to prioritise for local investment following the feedback of comprehensive community engagement and to reflect local context and opportunities.

Undertaking meaningful engagement with the local community is a central pillar of the PfN initiative and Neighbourhood Boards are required to build on existing community engagement structures by mapping social infrastructure already present in their community and drawing on that expertise. Community engagement will be considered an iterative process, ongoing for the duration of the PfN programme and as delivery progresses.

Following the announcement of the scheme in Spring 2025, it was agreed that the Newark Town and Neighbourhood Board will oversee the delivery of local PfN scheme in Newark, working closely with Newark and Sherwood District Council as the accountable body.

Through the award of £25m to Newark by the UK Government in 2020, the Newark Town and Neighbourhood Board oversees several key projects within the Town, both live and completed. The board is therefore experienced at, and responsible for, working with communities and local stakeholders to make key investment decisions for the area, and monitoring the delivery of selected projects.

Through developing this Regeneration Plan, the board aims to deliver on the priorities of residents, communities and businesses of Newark, helping the area to fulfil its potential and ultimately improve the lives of local people.

1.2 Newark Background

Newark is a historic market town of around 30,000 inhabitants, located in the centre of the country between Lincoln and Nottingham.

The town has a rich history reaching back to Roman times, and Newark Castle played an important role in the region during the Medieval period and the English Civil war. Sitting on the banks of the River Trent, the town emerged as a major inland port and centre for wool and cotton trading.

Newark is home to the National Civil War Centre and Palace Theatre with its culture and heritage making tourism a key offer. There is a legacy of historic assets in the town including many listed buildings, the Castle, the Georgian Town Hall and the Church of St Mary Magdalene which overlooks one of the finest Market Places in the UK.

The town is served by the A1, A46 and A17 and has two railway stations with both east-west, and north-south connections, providing access to London within a 90-minute commute.

Newark has a mix of communities, backgrounds and demographics, with areas of relative affluence, as well as pockets of significant deprivation. It is also home to a large and long-established gypsy and traveler community.

Much of the employment base in the town is founded on the ‘making’ industries of engineering, manufacturing, digital and food and beverage.

It hosts Europe’s largest antiques fair and the prestigious international violin making school, now part of Newark College, partnered with the state of the art of Air and Space Institute in the town.

As with most towns, Newark has faced a number of challenges over recent years including town centre footfall and vibrancy, concerns of safety, security and ASB, declining health and life expectancy, as well as low skills and access to employment opportunities.

Despite the challenges noted, Newark Town and Neighbourhood Board, local partners and the community, continue to drive forward a shared aspiration to enable Newark to fulfil its maximum potential. Through this aligned vision, paired

with additional PfN investment, several transformational opportunities for the town are presented and set out within this plan.

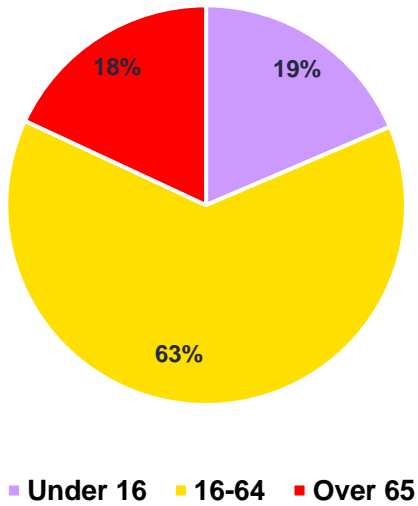


Demographic and Community Baseline

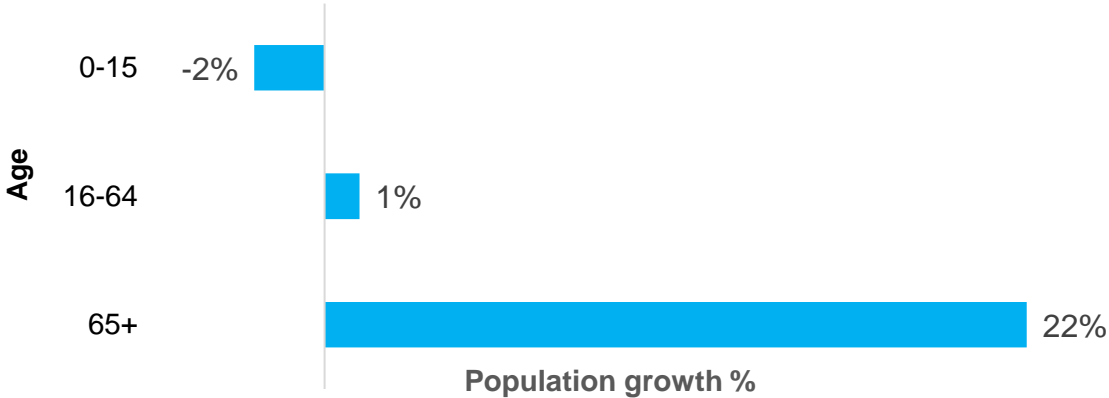
- In 2022, Newark had a population of 30,285. Between 2011 and 2022, Newark's population increased by 11.8%, whereas the population increased by 8.9% in the East Midlands, and by 7.7% in England.¹
- Most of the current population of Newark (63.1%) are working age (16-64 years), with 18.4% over 65 years, and 18.5% under 16 years. The median age in Newark is 40 years.²
- Newark has an increasing but steadily ageing population with the average age rising to 45 as of 2022. This means that in the long-term ensuring our town supports older residents to age in place and retain a good quality of life is imperative.³
- While close to 95% of the population identify as White (14% points above the national average), there is still 5% of the population (approximately 1,500 people) who fall outside of these ethnicities.⁴

Page 19

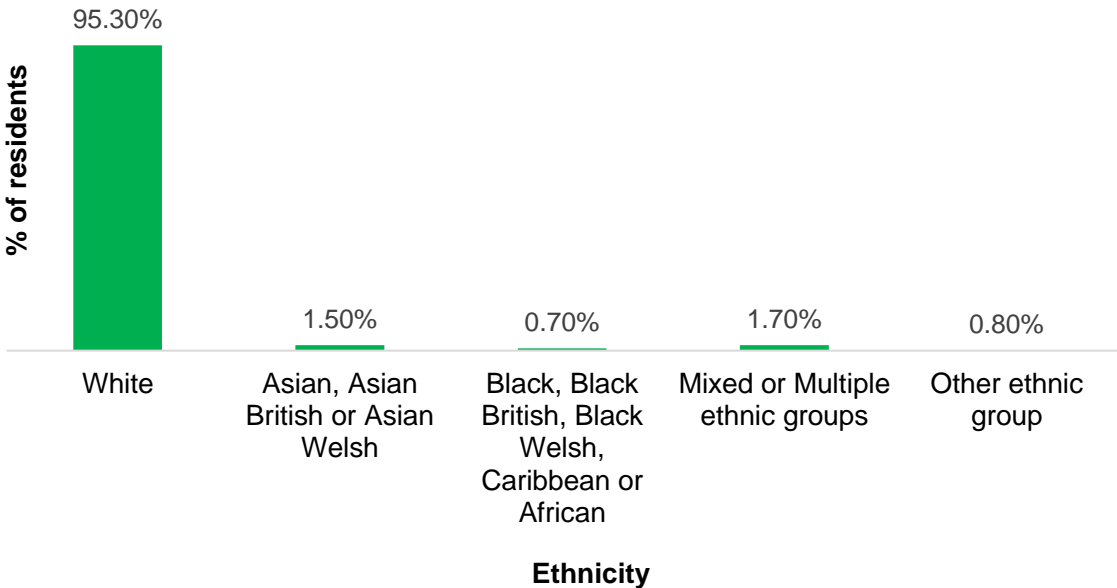
Newark's population by age (Census, 2021)



Existing and projected aging population % growth in England 2024-2034 (Census, 2021)



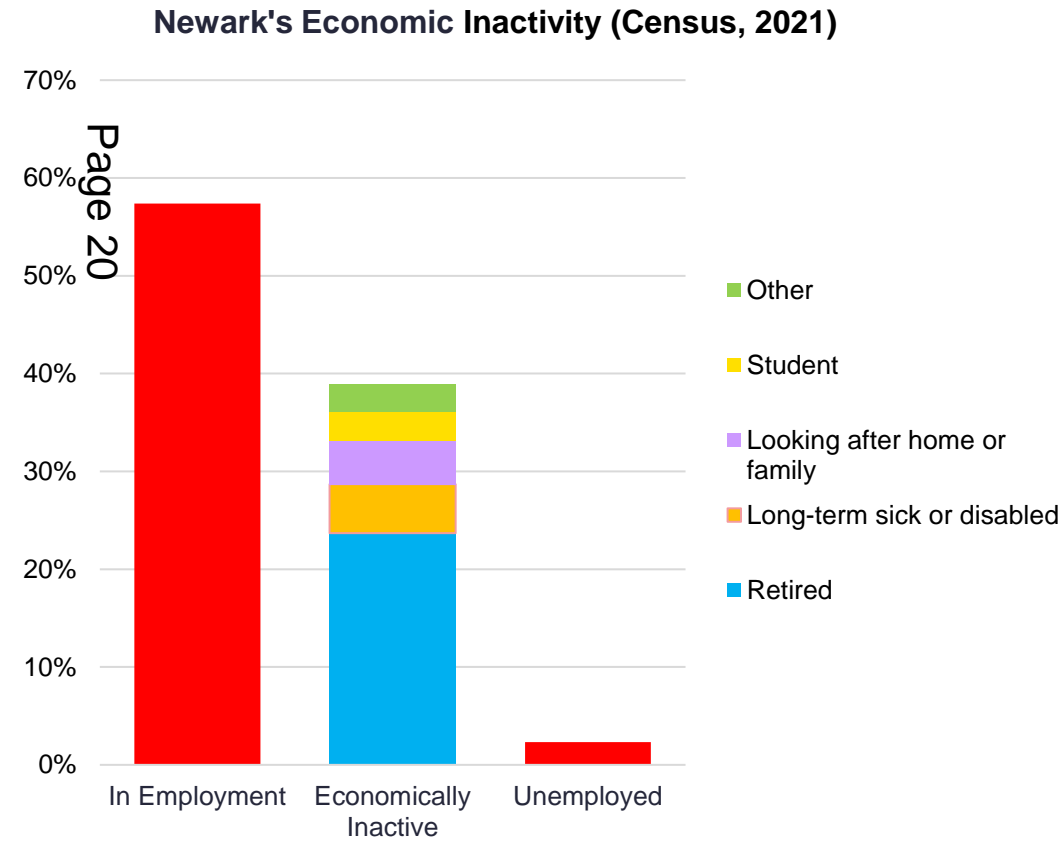
Ethnicity in Newark (Census, 2021)



Sources: 1, 2, 3 and 4 ('Demographics', Newark-on-Trent – local data profile, MHCLG, page 15)

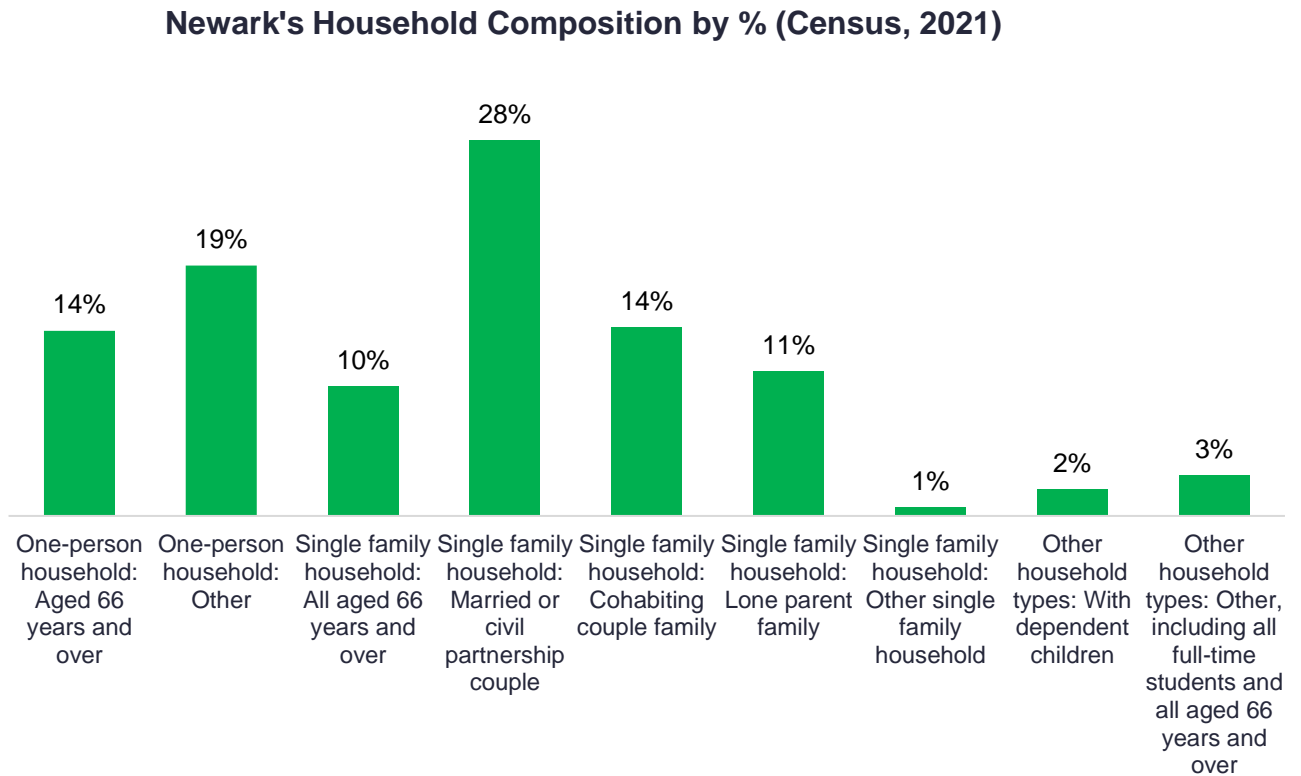
Economic Activity

- Over half (57%) of Newark’s population are in employment, while 2% are unemployed.¹
- There is an economic inactivity rate of 38% in Newark, this is partially made up of retired people and students, as well as 5.4% of residents in Newark who are economically inactive due to long term sickness or disability. A further 4.9% of people are economically inactive due to looking after family.²
- The amount of people in Newark unable to work due to long term sickness rises to 20% in neighbourhoods such as Hawtonville, emphasising that health is a significant limiting factor to economic activity.³



Household Composition

- When looking at the household composition across Newark, the majority are single family households (64%), with 28% of households being made up of couples either with or without children. 33% of households are made up of one person households, with 14% being 66+.⁴
- 33.5% of under-16s in Newark live in relative low-income households. This is 12.2% higher than the England average.⁵
- The percentage of ‘Non-decent dwellings’ in the district stands at approximately 19%, above the national average by 4%.⁶
- Meanwhile the local ratio of median house price to median gross annual workplace-earnings has been declining since 2022. It now sits at 6.5, below the England total of 7.7.⁷



Sources: 1, 3 and 4 (Census Data, 2021); 2 ('Education, Work, Productivity and Skills', Newark-on-Trent – Local Data Profile. MHCLG, page 9); 5 ('Deprivation', Newark-on-Trent – Local Data Profile, MHCLG, page 16); 6 and 7 ('Housing', Newark-on-Trent – Local Data Profile, MHCLG, page 12)

1.3 Recent Town Growth and Investment

Local Regeneration Fund

In 2020, Newark secured £25m of funding from the UK Government, to progress several strategically transformational projects through the former Towns Deal (now integrated within the Local Regeneration Fund). The Newark Town and Neighbourhood Board was then established comprising local business, public and community representatives, as well as local government stakeholders to oversee this funding.

Since then, the Newark Town and Neighbourhood Board and partners, have progressed several priority projects, helping transform the area, including:

- Redevelopment of 32 Stodman Street
- Development of the Air and Space Institute
- YMCA Community and Active Village
- Castle Gatehouse Project
- Newark Construction College
- Newark Heart Project
- Newark Cycle Town

These projects were initiated following the development of the 2020 Town Investment Plan (TIP), created to establish the 30-year vision for the town and accelerated through investment through the £25m funding. Section 5.1 of this plan provides further details regarding the TIP, and its role as the strategy for future investment in the town, as well as enabling the delivery of the identified project listed above.

Following this substantial investment, several key outcomes have materialised to date and continue to be demonstrated and monitored as the scheme progresses. Examples include:

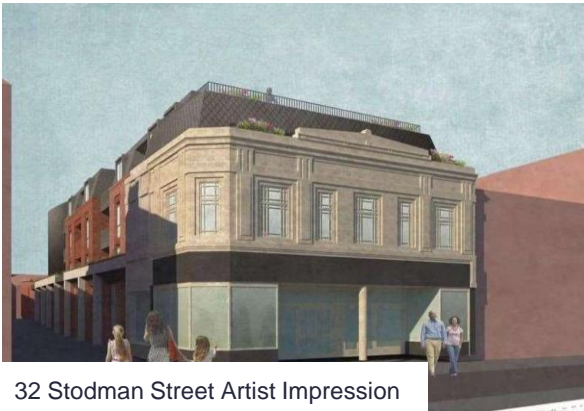
- more students given local access to further and higher education.
- more opportunities for high quality active and leisure available for residents.
- increased vibrancy and footfall in the town centre.
- presence of targeted training opportunities to unlock higher paid jobs.



Newark Castle



YMCA Activity Village



32 Stodman Street Artist Impression



Newark Construction College



Air and Space Institute



Newark Cycle Town

Other Recent Investments

In addition to the recent achievements through the Local Regeneration Fund, Newark can demonstrate significant progress towards unlocking long term economic growth and productivity through key regeneration schemes. This includes the creation of new and improved opportunities and places for people to work, study, live and visit.

Through local delivery partnerships, support from the community and various sources of investment, several transformational projects and developments within the local area are both underway or completed. Examples of recent significant local investment and development within Newark includes:

Newark Southern Link Road

Newark Southern Link Road is a multiphase strategic road project connecting the A46 to the A1. With the first phase delivered in 2017, work to complete the road link is now contracted and underway and is expected to be finished and open for use in Autumn 2026. The project will significantly improve road infrastructure in Newark, unlocking land for housing delivery, and boost economic growth by making the area more accessible to residents and businesses. The road will reduce congestion, helping to improve travel barriers faced by delays in traffic, whilst in turn, limiting emissions.

With financial support from Newark and Sherwood District Council in addition to the award of £20m UK Government Levelling Up Funding (LUF), the scheme is considered a co-funded initiative, with grant and investment provided by several funders and partners.

Middlebeck

Middlebeck is the name of the 694-acre urban extension to the south of the town formerly known as Land South of Newark, or Newark Growth Point and linked to the Southern Link Road. With the scheme commencing in 2017, the area will be transformed into a new community characterised by open spaces, convenient connections and local amenities.

The scheme will deliver up to 3150 new homes, 49 hectares of employment, 1500m2 of community facilities, a new school, local centre, sports facilities, active travel routes and greening. Master developers Urban&Civic have created a vision for

Middlebeck as a place to live and grow, characterised by natural, open spaces, attractive homes, high quality schools and outstanding community facilities, with the canvas for housebuilders to build much needed new homes for Newark.

Newark and Sherwood District Council and Nottinghamshire County Council provide strategic oversight for all aspects of scheme including planning, education, employment, transport, community safety and housing.

Urban&Civic also work closely with the Government, both nationally and locally, as well as the D2N2 Local Enterprise Partnership, to play a part in the continued growth of Newark and Nottinghamshire.



Newark Southern Link Road and Middlebeck Plans

The Middlebeck development sits alongside the agreed PfN boundary, as detailed later in section 2 of this plan. It is important to consider the impact of the Middlebeck regeneration scheme when developing PfN programme plans, such as additional needs for investment to reflect a growing town, as well as recognition of new housing, community spaces and leisure opportunities that may be bought forward for local people, through the development

Yorke Drive

Yorke Drive is an identified priority estate planned for regeneration within the town. The project is well underway and delivered by Newark and Sherwood District Council as project leads.



Artist impression – Yorke Drive Estate Regeneration Scheme

The project will transform the local area, providing 207 new properties, comprising both private and social homes, improved safety, public realm, community and leisure facilities, as well as energy efficiency measures.

The project was awarded planning in February 2025, with phased construction due to commence summer 2026 and the final scheme estimated by the Council to be completed in 2031.

Due to the scale of this project, it will be delivered over several phases, with improvements to the playing fields, delivery of the new sports pavilion and new homes required for existing residents whose homes are within the area for demolition. The community has been involved at every step of the way, through a range of engagement and consultation events to refine the plans.

Residents of Newark can look forward to a brighter future because of this transformative housing and regeneration scheme.

Further Investment Needs

Despite significant steps towards economic and community transformation through recent investment, Newark has faced a variety of challenges both recently, and over several years. This includes declining retail, struggles with town centre vibrancy and footfall decline, concerns of safety, security and anti-social behaviour, connectivity challenges, poor health and wellbeing, as well as employment and skills related barriers.

Through community driven and strategic thinking, paired with further local investment from the PfN scheme, the Newark Town and Neighbourhood Board and key partners can continue to drive forwards change and tackle the challenges identified. This will ultimately help to unlock sustainable and long-term economic growth for the area, whilst providing an improved quality of life for the communities of Newark.

Section 3 of this plan sets out the 'Strategic Case For Change' in relation to the PfN scheme. This comprises the findings from both data collection, insight, and local community engagement, resulting in a list of priority interventions for investment and taking a step closer to developing plans to help combat the investment needs identified.

2.0 Spatial Targeting

Page 24

2.1 Geographical Boundary

Following the UK Government’s announcement of the Plan for Neighbourhoods (PfN) scheme in March 2025, guidance was released by the Ministry of Housing, Communities and Local Government (MHCLG), defining each local boundary for the purpose of the fund.

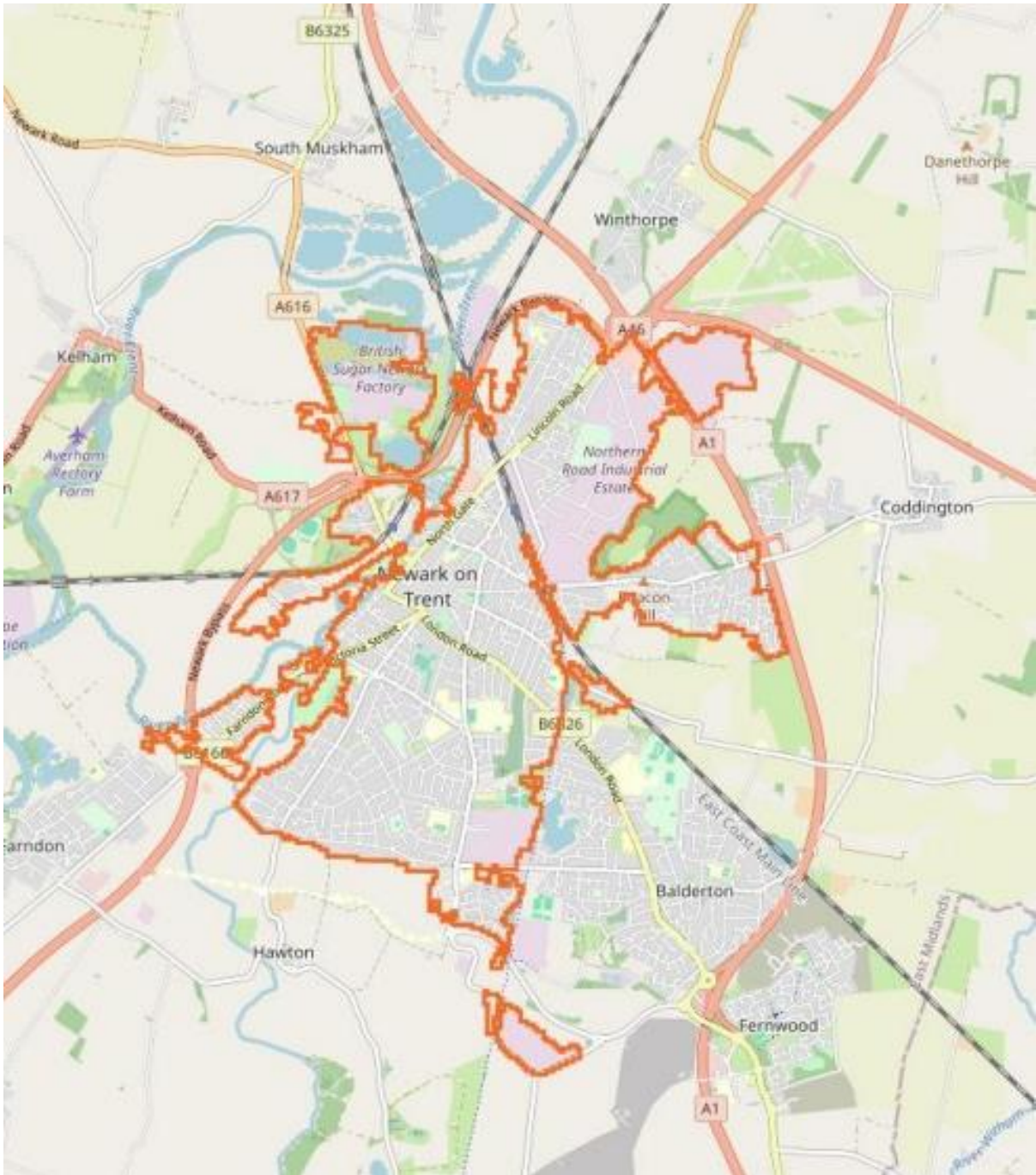
The agreed Newark boundary, as determined by MHCLG, is demonstrated in the image provided with a red line. Each local neighbourhood boundary is based on the definition of Built-Up Areas (BUA, 2024), as the default approach defining the identified funding area. The boundary builds on from the eligibility metrics used by the UK Government to select the 75 towns for funding, including consideration of:

- indices of multiple deprivation and population size
- healthy life expectancy
- gross value added per hour worked
- skill level (NVQ level 3+ in England and Wales)

Newark is one of 10 areas within the East Midlands selected by the UK Government to receive PfN investment. The surrounding areas within the region also due to receive an award of up to £19.5m funding through the PfN initiative, include:

- Gedling
- Skegness
- Worksop
- Mansfield
- Kirkby in Ashfield
- Nottingham
- Chesterfield
- Boston
- Spalding

The Newark Town and Neighbourhood Board, and Newark and Sherwood District Council will continue to work closely with other neighbouring authorities participating within the scheme, sharing best practice, exploring potential collaborative investment opportunities and to ensure alignment to regional priorities. This includes engagement with the East Midlands Combined County Authority (EMCCA), during the development and delivery of local programme plans.



2.2 Key Geographical Areas

Within the agreed local PfN boundary, several locations across the town of Newark can be considered potential priority areas for programme delivery and investment. The identified geographical areas are based on supplementary local investment strategies, the findings from community engagement, and the priorities raised by the Newark Town and Neighbourhood Board.

The complete list of areas that may be targeted geographically through the PfN scheme will be refined throughout programme delivery, and in response to the outcome of ongoing community engagement, however current examples include:

Town Centre

Growing difficulties faced within the town centre over recent years surround vibrancy, prosperity and sustainability due to declining retail, footfall and investment needs associated with visitor attractions and public realm.

In addressing the challenges, the 2020 Town Investment Plan (TIP) and emerging Newark Town Centre Masterplan aim to help tie these barriers together, providing a series of strategic priorities and investment opportunities. This includes initiatives to help drive town centre footfall and the quality of offer for residents and businesses, whilst protecting Newark's historic and unique visitor experiences. Section 4 of this plan provides further details of these challenges, as well as the several evidence driven solutions for consideration through PfN.

Riverside and Nearby Newark Gateway

To enhance the recreational offer of the town, improvements could be undertaken in relation to the Riverside area, running through the centre of Newark. This may include initiatives to improve wayfinding and connectivity, as well as access to open spaces for people to enjoy and relax. Similarly, through encouraging an enhanced gateway into Newark, there is a chance to help raise the profile of the town as both a visitor location, as well as improving pride in place for local people, through better use of

underutilised or poorly presented spaces.

Neighbourhood Estates and Surrounding Areas

Across Newark, there are several estates and neighbourhoods facing high levels of deprivation and in many cases, a lack of quality community facilities or access to key services (detailed further in section 4 of this plan). Through investment in local community spaces within these areas, residents can receive improved access to social, educational, and leisure opportunities. This could include support for local community group sites, sports clubs, public realm and other open and community spaces for people to enjoy, study, engage in activities and access support services. Additionally, through place based and targeted social action projects, skills development and diversionary programmes within these areas, there is the opportunity help combat deprivation challenges. Examples may include events that aim to tackle social isolation by bringing people together, as well as support for residents to access education and employment programmes.

Employment Sites and Commercial Development Land

Potential capital investment in key employment sites and commercial development land can help to unlock further economic growth through the creation of local jobs and increased productivity and investment. This could include the expansion of sites, or new commercial development in the town, building on from existing local growing industries and employment sectors.

Similarly, there is the opportunity to target key employment sites through revenue funded initiatives, such as projects to help strengthen the capabilities of key employers, or up-skill workers in-line with local industry demand. This may involve support to raise relevant skills levels in key sectors, as well as increasing education pathways within the area into growing industries. This will ultimately enable more people to gain the skills needed to be employed locally, as well as helping residents access higher paid jobs, and in turn, an improved quality of life.

3.0 Vision For The Future

Page 27

3.1 Newark Plan for Neighbourhoods 10-Year Vision Overview

The Newark Town and Neighbourhood Board has identified an overarching 10-year vision for Newark for the purpose of the PfN initiative, on behalf of the local community. The aim of establishing this vision is to set out the goals and intentions for uses of the £19.5m funding in Newark, building on from the UK Government's 3 programme objectives, and applied locally. This is key to defining future programme success and to drive forward the delivery of the PfN scheme to meet the needs of local people, and for the area to fulfil its potential.

The existing 2020 Newark Town Investment Plan (TIP), defines a 30-year vision and strategy for the town, accelerated through £25m of funding awarded to Newark through the Local Regeneration Fund. The PfN vision for Newark has been developed to ensure alignment with the vision set out within the 2020 TIP however adapted, refined and built on to reflect the outcome of more recent community engagement and data findings. This includes a unique vision for the specific purpose of informing the next decade of PfN investment, and the objectives set by the latest government.

In addition to mirroring priorities within the TIP, the local PfN vision and plans have been developed with consideration of several additional strategies and investments to ensure an aligned focus for Newark's future. Further details relating to the TIP and other associated strategies and programmes are provided in section 5 of this plan, with examples including:

- Newark and Sherwood Community Plan 2023 - 2027
- Emerging Sustainable Economic Growth Strategy 2026 - 2031
- Local Regeneration Fund £25m (awarded in 2020 through the Towns Deal)
- Emerging Newark Town Centre Masterplan
- Levelling-Up Fund (Southern Link Road) £20m

Whilst the supporting strategies and programmes all hold a unique purpose and focus, they all have the same aim of putting local people and businesses at the heart of what they are trying to achieve.



3.2 Newark Plan for Neighbourhoods 10-Year Vision Statement

To consolidate an overarching 10-year vision for Newark for the purpose of the PfN initiative, the following statement has been provided by the Newark Town and Neighbourhood Board. This statement articulates the overall vision for the area over the next decade, summarising the changes the board aspires to work towards, with up to £19.5m investment through the scheme.

“Newark is proud to be made up of many different, well integrated and inclusive communities.

Newark will thrive as one of England’s best historic market towns, welcoming a vibrant mix of shops, homes, accessible services, high-quality cultural and artistic assets, engaging community activities, educational opportunities and open spaces. Local plans will aim to conserve and enhance the town’s historic and natural environment, meeting the challenge of climate change and generally achieving sustainable development.

Through prosperous, healthy, and safe neighbourhoods, underpinned by a strong sense of community and identity, Newark will be a destination of choice for businesses, visitors and residents. ”



3.3 Newark Plan for Neighbourhoods 10 - Year Objectives

STRONGER COMMUNITIES

To set out the more detailed local PfN vision, the Newark Town and Neighbourhood Board has developed several ‘aspirations’ for Newark, linked to the 3 core UK Government objectives of ‘thriving places, stronger communities and taking back control.’

The local aspirations, as demonstrated below, aim to help define the change Newark’s community hope to see through PfN investment.

THRIVING PLACES

This objective recognises that many of our high streets and estates have become neglected and left behind and surrounds a focus on ensuring these areas evolve and regenerate to better reflect the needs and habits of their community, as well as the provision of high quality, physical and accessible infrastructure.

To help apply this objective locally, the board has identified supporting aspirations for Newark to be:

- **An attractive place for prosperous businesses and new investment, with increased local employment opportunities.**
- **One of England’s most impressive market towns, offering a diverse range of places to live, shop, socialise, and participate in arts and events, with the Market Place at heart.**
- **A unique heritage, culture and tourism offer, which builds on from, and protects its historic buildings and sites.**
- **A Midlands destination with established and sustainable transport links and travel routes across the country and local area, as well as between key sites and services within the town.**

This objective is described to “empower boards to tackle the root causes of community divides, rebuild relationships, and restore a collective sense of belonging to their community, so people can feel proud of their area and safe in their neighbourhood”.

To help apply this objective locally, the board has identified supporting aspirations for Newark to be:

- **An environmentally friendly town, with development that recognises and addresses sustainability challenges.**
- **A place where residents have a better overall quality of life, with improved health and wellbeing.**
- **A town where residents feel safe and secure, with reduced crime and anti-social behaviour.**
- **A town where communities display pride in place, with a sense of belonging to the area.**

TAKING BACK CONTROL

Through this objective, the UK Government aims to empower people to enter the workplace, workers to progress, and businesses to grow, to in turn help kickstart local economic growth. This includes making sure children have the best start in life and that adults can live the life they want to.

To help apply this objective locally, the board has identified a supporting aspiration for Newark to be:

- **A place with a variety of leading education pathways and skills development opportunities, unlocking careers into local sectors and growing industries.**

4.0 Strategic Case For Change

Page 31

4.1 Strategic Case for Change Summary

To ensure PfN investment decisions are fully justified, local plans should be developed following the result of robust data analysis. In addition, community perception should be equally considered to form a list of strategic priorities gathered through both evidence, as well as the local communities' real-life experiences.

This section of the plan aims to build on the overarching local PfN vision and aspirations identified, through presenting a range of information to demonstrate the strategic case for local investment to justify programme plans. This includes:

4.2 Data Findings

A review of key data driven challenges identified for Newark, with a focus on recurring barriers relating to deprivation, town centre, safety and security, health and wellbeing, connectivity and accessibility, and skills and employment.

This includes consideration of the findings of the MHCLG Data Pack 2025 (Appendix B), specialist local socio-economic analysis undertaken in 2024 and other data sources as referenced throughout this section of the plan. The challenges demonstrated are supported by several potential evidence-based solutions, to help address the identified barriers through future investment.

4.3 Market Failures

A summary of key market failures identified for Newark, occurring when the private sector or general investment market alone cannot solve some of the issues and challenges.

4.4 Community Engagement Findings

A summary of key findings from various engagement and consultation exercises, including priorities raised by different community groups and demographics within Newark over recent years and months.

This includes, but is not limited to consideration of NSDC's Resident Survey 2023; NSDC's Masterplan Consultation 2024; Newark's Town Investment Plan Survey 2020; as well as targeted consultations with schools, colleges, local businesses, charities, ESOL learners, and underrepresented community groups.

4.5 Local Plan for Neighbourhoods Interventions

A summary of the programme interventions for prioritisation locally, as selected by the Newark Town and Neighbourhood Board from the 2025 PfN government prospectus. The identified interventions are based on the blended findings of both data, insight and community engagement, with a focus on the recurring themes or challenges demonstrated.

4.6 Long Term Outcomes

The example long-term outcomes to be monitored, evaluated and reported throughout the delivery of the PfN programme. This is based on the expected deliverables associated with the selected priority PfN interventions and follows the outcome of community engagement and data findings, where local people were invited to express the change they want to see within their area.

The long-term outcomes are shown next to the 3 core programme objectives of 'Thriving Places, Stronger Communities and Taking Back Control' to demonstrate the alignment between local plans and the wider aspirations of the PfN scheme, as set by the UK Government.

4.7 Toolkit of Powers

The UK Government's prospectus recognises that all places need to make the most of all the powers and tools they have available. This section of the plan explains how the board will look to use the Policy Toolkit Powers throughout scheme delivery, to help address the identified challenges within the area.

4.2 Data Findings

Deprivation Challenges

The Index of Multiple Deprivation (IMD) ranks each Lower Super Output Area (LSOA) in terms of overall deprivation.

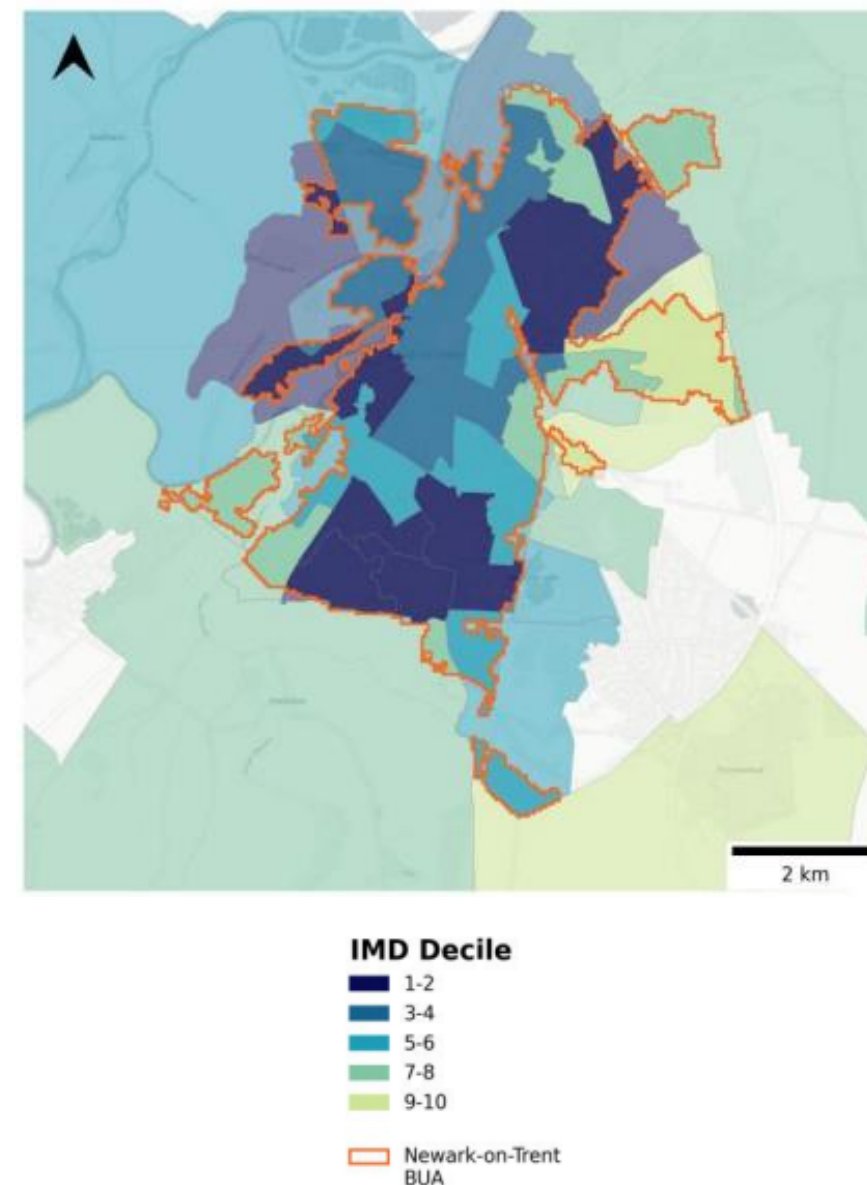
The Indices provides a set of relative measures of deprivation across England based on seven different domains, or facets, of deprivation:

- Income Deprivation
- Employment Deprivation
- Education, Skills and Training Deprivation
- Health Deprivation and Disability
- Crime
- Barriers to Housing and Services
- Living Environment Deprivation

Key statistics relating to deprivation in Newark include:

- Over 30% of LSOAs in Newark are in the top 20% most deprived in England in terms of Education, Skills and Training.¹
- In addition to Education, Skills and Training (25.0%), Employment (8.3%) was the second domain that had the largest proportion of Newark's LSOAs in the top 10% most deprived in England.²
- In 2022, 33.5% of under-16s in Newark live in low-income households. This is 12.2% higher than the England average.³
- Housing affordability is a major issue. The Newark and Sherwood District has an affordability ratio of 6.5, just below the national average (7.7). This shows that the average house price across Newark is 6.5 times higher than the average wages.⁴

Deprivation levels across LSOAs within Newark by decile, with decile 1 being top 10% most deprived in England (2019)



Town Centre Challenges

Nationally the retail sector has undergone likely permanent transformation, having a significant and challenging impact on our high streets. The rise of online shopping, out of town shopping, changing consumer patterns, COVID-19 pandemic, increased awareness of sustainability and social responsibility, demand for experiential leisure, as well as inflation and cost of living crisis, are all factors that are impacting town centres.

Like many other towns and cities nationally, Newark is suffering from unprecedented high street lethargy and commercial viability; challenges which have prevented the town from reaching its potential. Retail decline is evident with visible and large footprint vacancies and a pressing need to diversify the reasons for visiting Newark to drive demand for the town centre offer.

Market confidence is low, reflected by the departure of national brands and, lease and repair tenancies have led to a high turnover of occupiers, with attractive buildings and streets blighted by underutilisation. Independent specialist analysis concluded that the town centre does not currently provide the type of housing needed to attract and retain young and skilled workers.

The loss of popular retailers such as Marks & Spencer at 32 Stodman Street and Wilko's within St Marks Shopping Centre (the main shopping centre in Newark) have compounded this issue. The withdrawal of key national anchor tenants within Newark has had a detrimental impact, leaving large, highly visible, and vacant sites within the town centre, with no market interest of significant quality.

There is also currently a limited leisure provision associated with the night-time economy beyond a cinema, a nightclub and a number of food and beverage establishments. Dwell time of visitors remains constrained, with a failure to maximise ancillary spend and overnight stays.

As town centres are shifting from places to shop toward places to experience and meet daily needs, it is key that investments promote leisure provision and the night-time economy.

Key statistics include:

- Specialist property market assessments found that the total retail expenditure in the town is £452m, lower than average 'resilient towns' (defined by PMA) across the UK of £759m. However per capita retail expenditure is £6,575, which is slightly higher than average resilient towns (£6,474).¹
- Current data gathered locally suggests 12.6% of units in Newark town centre are vacant, although in the primary shopping area this figure increases to 16.5%, both sitting above the national average of 10.4%. This figure has been steadily increasing since 2021.²
- Specialist analysis concluded the town is oversupplied by retail floorspace; Newark has 26 sq. ft of retail floorspace per person compared to a national average of 5 sq. ft per person. The oversupply equates to between 260,000-340,000 sq. ft of retail space in comparison to national averages.^{3 & 4}
- Newark is not a recognised office market, supply and demand are both low with a vacancy rate of 6%. However, data identifies an opportunity for the right sized and right type of delivery to help capture new economic opportunities and higher paid jobs in the town.⁵
- During 2024, footfall sensors recorded an average of 6,680 visitors per day, a 5.7% decrease from 2023. This is potentially a result of the continuing cost-of-living crisis impacting spending habits and discouraging people from taking trips to the town centre.⁶
- In contrast, there has been a 25% increase in dwell time between 2023 and 2024, suggesting that trips into Newark town centre are becoming more 'experiential' and are based around activities such as café-hopping, seeing a show at the theatre, or going to the park.⁷

- Newark has a significant number of listed historic buildings and as a result, the district has a large percentage of people who visit heritage sites in person than the national average (72.8% compared to 66.2%).¹ However, many of these buildings are in need of repair to bring back to life and support their appropriate use.
- According to the most recent STEAM data, despite a year-on-year increase the impact of the visitor economy on Newark has still not returned to pre Covid levels. When adjusted for inflation, the 2019 figure was £36 million, while the 2023 was £32 million.²

Town Centre Opportunities

In summary, Newark Town Centre has many unique assets which it can build on to support town centre vibrancy. It has an individual heritage and cultural offer, one of the finest Market Places in the country, historic and beautiful streetscape and environment. In addition, Newark hosts independent and diverse local retailers and shops which can provide an individual experience for visitors.

The implementation of Newark's Town Investment Plan (TIP) in 2020 and emerging Newark Town Centre Masterplan has started the process of building on these opportunities by addressing a number of issues and sparking initial recognition of the town centre. This remains in progress with projects such as the redevelopment of 32 Stodman Street, Caste Gatehouse, and the Market Place initiative, now in development or underway through investment from the Local Regeneration Fund.

Nationally, strategies to drive retail and town centre vibrancy include repurposing vacant shops for other uses, reducing overall floorspace and creating new reasons to visit. This is in addition to increasing the 'captive' residential market, by opening up opportunities for town centre living, helping to increase footfall and presence.

The emerging Newark Town Centre Masterplan and TIP supports this, with both identifying opportunities associated with vacant buildings and the activation of upper floors of retail which can be used to improve town centre living. This would potentially provide several secondary benefits, including improved safety and security through increased 24-hour presence, improved perception of the town following investment in buildings, as well as increased vibrancy and economic growth through further spend within the town by additional residents.

Further work has been undertaken to date to enhance the overall 'feel' of the town centre including through the Newark Cultural Heart project, within the Local Regeneration Fund. This included bringing forward a series of events as part of the project to encourage people to visit and lengthen their stay.



Following the delivery of the Cultural Heart programme, the area has seen an improvement on the natural surveillance within the town centre, as well as increased vibrancy and cultural offering. This has helped attract new visitors as well as providing 54, low cost, or free events for residents and members of the community to get together and socialise over a 3-year period. The success of events continues to be evaluated through several metrics, including business spend, footfall, as well as emotive factors such as sense of pride and enjoyment by visitors and residents.

There is an opportunity to build on the events legacy developed through Newark Cultural Heart, providing ongoing activities within the town centre, with the Market Place at heart. This will continue to improve the overall leisure offer within the town, driving footfall, increasing pride in place through improved community togetherness, but also raising the profile of the area as an experience destination.

As well as events, the Cultural Heart projects sets out to make significant improvements to the public realm within the Market Place, through a greater range of seating, lighting, greening and dwell areas, as well as functionality and accessibility. Further enhancements to the wider town centre environment, in addition to the Market Place will help to create a greater ‘sense of place’ for Newark. This could include streetscape improvements on key routes and linkages across the town, together with a series of public spaces and gateways to help retain Newark’s unique town identity. The use of lighting, CCTV and greening in particular, would significantly enhance the profile, image and safety of the town centre, which local residents are keen to promote. Imaginative use of lighting should be encouraged, particularly where it can increase safety and help to animate landmarks and gateways at night.

In addition to the emerging Newark Town Centre Masterplan, design codes will be prepared to direct and facilitate the enhancement of the town centre streetscape. This will include recommendations for the design of town public realm and the materials used to complement key developments to ensure alignment to the overall local vision for the town.



Crime and ASB Challenges

Newark Town Centre and surrounding areas within the programme boundary suffer from areas of significant deprivation, crime and anti-social behavior (ASB).

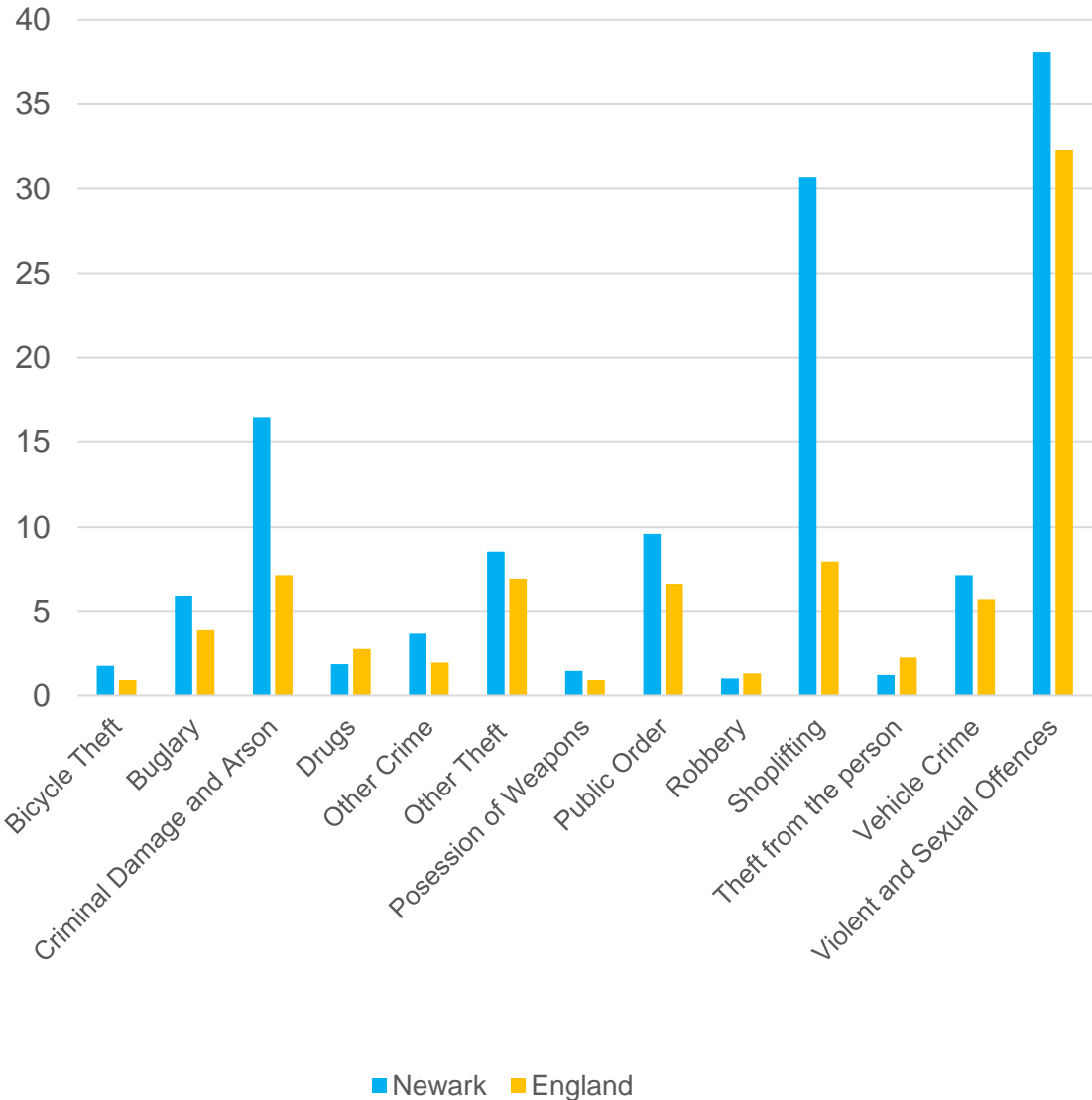
As demonstrated on the graph provided, the recorded crime rate in Newark is significantly above the England average. These deprivation and crime levels will have an impact on retail spending, footfall and vacancy rates, perception of safety and pride in place, ultimately contributing to a pressured town centre.

There are a number of ‘dark spots’ across the town centre, which make residents feel unsafe in the evening and can prevent people coming into the town at these times. Whilst some improvements have been undertaken recently, there is limited natural surveillance across various town centre locations, partly due to a poor evening economy within the town. Similarly, there is a lack of lighting in darker alleys, streets and paths. This highlights the opportunity for further investment to enhance the feeling of safety and security across Newark, through improvements to lighting and CCTV.

Key statistics include:

- The 2022 Newark Resident Survey results found that ‘64% of residents don’t feel safe after dark’.¹
- The 2022 recorded crime rate in Newark Town Centre is significantly above the England average (13 crimes per 1,000 person in England, vs 66 times per 1,000 for Newark and Sherwood, and 77 times per 1,000 for Newark Town Centre).²
- The standout types of crime are Shoplifting (30.8 Newark compared to 7.9 England), Criminal damage and Arson (16.5 Newark compared to 7.1 England), Violence and Sexual Offences (38.1 Newark compared to 32.2 England).³
- Net social trust across Newark Town Centre (-11%) is also significantly lower than NSDC (-2%) and England (-3%) ⁴

Number of reported crime cases per type in Newark compared to England average 2024 (MHCLG Data Pack, 2025)



Sources: 1 ([Results of the 2022 Resident Survey](#), Newark and Sherwood District Council, 2022); 2, 3 and 4 ('Safety, Security and Cohesion', Newark-on-Trent – Local Data Profile:, MHCLG, page 6)

Health and Wellbeing Challenges

Newark faces several health and wellbeing challenges that impact the overall quality of life for its residents. Key issues include higher-than-average rates of obesity and physical inactivity. Additionally, the Annual Population Survey highlights above average levels of smoking within the adult population of Newark, contributing to respiratory illnesses and other related diseases. This is reflected in a lower local healthy life expectancy, as shown on the graphs on the right.

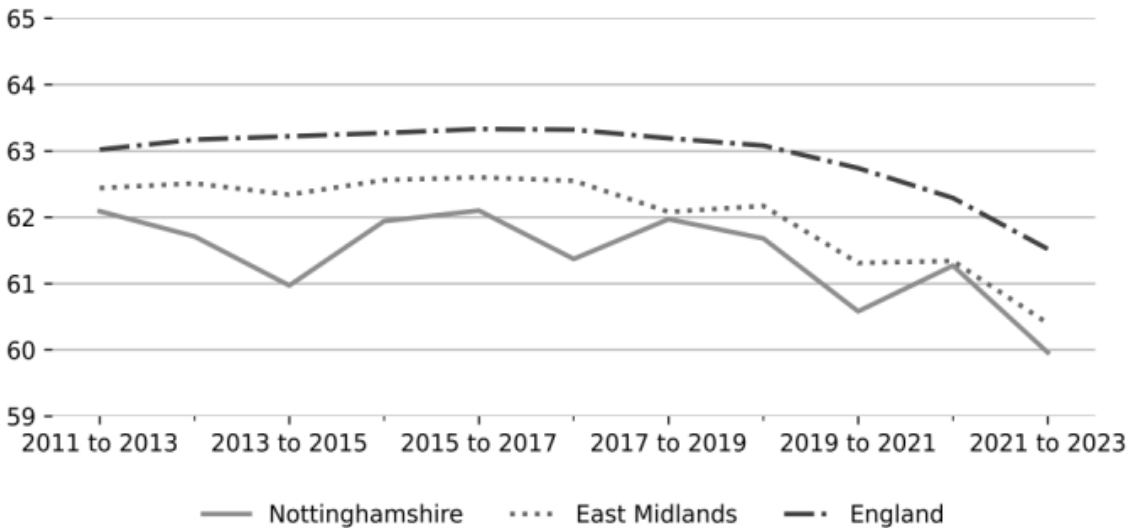
Mental health is another area of concern, with a rising number of people reporting stress, anxiety, and depression, reflected in above average suicide rates in both males and females in Newark.

Access to green spaces and opportunities for physical activity is limited in some parts of the town, ultimately contributing to lower levels of physical activity. Socio-economic disparities also play a role in the health challenges identified, as lower-income communities tend to experience worse health outcomes.

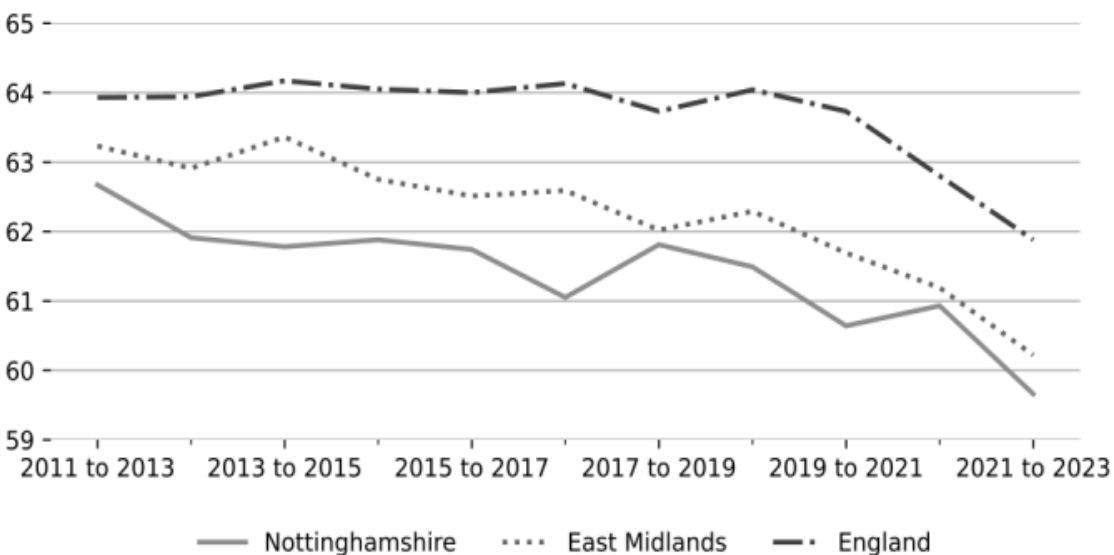
Key statistics include:

- When looking at Lower Super Output Areas (LSOA), neighbourhoods to the North, East and South of Newark rank within the top 20% most deprived LSOAs in the Health Deprivation and Disability Domain.¹
- The percentage of physically active children and young people in the district sits at 44.7%, below the national average of 47.8%.²
- Meanwhile, the number of GP appointments per 1,000 patients in the district is 445.2, beneath the regional (512.2) and national (472.4) figures.³
- The rate of local suicides per 100,000 people in the district has been steadily rising since 2015 and is again above the regional and national averages.⁴
- Data from the Office for National Statistics (ONS) shows that healthy life expectancy across Nottinghamshire is 60 years for men and 59.7 years for women.⁵

Healthy Life Expectancy (Males) (2011-12 to 2021-23)



Healthy Life Expectancy (Females) (2011-12 to 2021-23)



Health and Wellbeing Opportunities

Creating healthier communities and addressing the identified life expectancy challenges in Newark, requires a multi-faceted approach. A focus on the building blocks of health such as improving housing, education, and employment opportunities, can reduce inequalities and contribute to improved life expectancy.

When considering capital investment opportunities, improving health and wellbeing in Newark could be targeted by investing in sports and recreational facilities such as access to funding for clubs and community groups. Secondly, improving parks and other recreational spaces such as the riverside area, would provide residents with accessible places to exercise, socialise, and relax, all of which are proven to contribute to better physical and mental health.

In addition to capital investment, there is an opportunity to build on the legacy of existing projects to support and strengthen local community cohesion and improve the overall wellbeing of residents. This may include continued investment in community events and activities, providing opportunities for local people to get together and help combat social isolation. In doing so, there is a need to provide access to a range of community activities tailored to different demographics, to enable as many local people as possible to experience and access social and cultural opportunities within the area.

Through investment and funding for social action and volunteering projects, existing, and highly valued community groups and charitable organisations within Newark can build their capacity to expand and become more sustainable in the long-term. Many sports and social clubs and other community and voluntary sector groups are considered vital to the health and wellbeing of residents, but lack investment required to drive long-term sustainability or access necessary resources. Funding could also be provided to support and expand targeted healthy lifestyles and health awareness campaigns, as well resources to strengthen support networks. With these combined efforts, Newark could see improvements in both health outcomes and life expectancy.



Connectivity and Accessibility Challenges

Newark’s connectivity is blighted by its capacity, and traffic congestion remains significant for residents and businesses. The level crossing at the Castle railway line contributes to congestion, with more downtime as a consequence of enhanced frequency and use of rail services. Despite excellent rail connectivity, take-up is low. Similarly, bus provision is constrained by a lack of frequency and ticket coordination across operators.

Despite the presence of two major rail stations, and London within a 90-minute commute, there is still low rates of commuting. The longest journeys people take are generally for school or health care. The top place-of-work for residents is Newark, followed by Nottingham, Winthorpe and Lincoln.

Many people who travel to Newark for work come from Lincoln. The links to Nottingham and Lincoln emphasise the importance of the A46 and East Midlands Line to commuter trends. Challenges to these links are congestion on the A46 and the Newark Flat Rail Crossing, which currently restricts the number of freight and passenger trains that can pass through per hour. The 2017 Midlands Connect Strategic Transport Plan refers to the need for further investment solutions such as grade separation which would improve the speed and frequency of rail journeys.

Newark has a relatively captive jobs market, with most residents working locally and large proportions walking or cycling to work, and an even balance between workers commuting in and out. This highlights the importance of investment in active travel routes, particularly for the working age population.

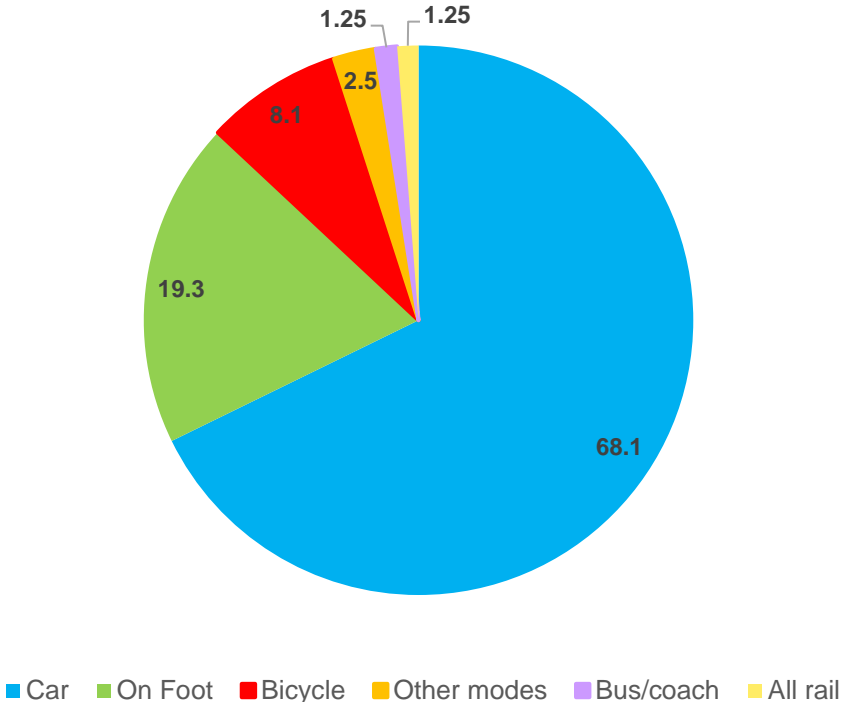
Additionally, when considering the current public realm offer within Newark, street furniture hasn’t been at the forefront of designs and therefore benches are fairly limited in several locations across the town. As there is an ageing population in Newark, having limited ‘rest points’ across the town is inhibiting when making the decisions relating to active travel.

Key statistics include:

Sources: ¹: ‘Transport and Connectivity (1/2)’, Newark-on-Trent – local data profile, MHCLG, page 10 ² ‘Transport and Connectivity (1/2)’ Newark-on-Trent – local data profile, MHCLG, page 10; ³ ‘Built Up Areas – Environment’,

- 19.3% of residents in Newark travel to work on foot, whereas the England average is 11.2%. This suggests more people in Newark are employed locally and therefore investment in active travel for commuting purposes, is key.¹
- Cycle commuting rates within Newark are also above the England average, with 8.1% of local residents using as their method of travel to work, re-enforcing the need for continued investment in active travel routes.²
- In 2021, 45% of households in Newark had one car, while approximately 26% of households owned no car at all.³

Method of travel to work (%) (2021)



Connectivity and Accessibility Opportunities

Expanding and improving walking and cycling infrastructure, such as dedicated cycle lanes and pedestrian-friendly pathways would encourage more sustainable and healthy modes of transport. Creating safe, accessible routes that connect key areas of the town including residential neighbourhoods, schools, parks, and transport hubs would make it easier for people to choose walking or cycling over driving

This would complement the work developed through the TIP to deliver the 20 Minute Cycle Town scheme, through the recent addition of Brompton Bike hire across the town.

Further investment, or the promotion of similar initiatives would help to reduce traffic congestion, often experienced within areas of the town such as the nearby Castle Train Station whilst also helping to improve air quality.

Moreover, an increased take-up of active travel initiatives is likely to have a positive impact on local healthy and wellbeing challenges, through regular participation in physical activity.

When considering active travel initiatives, it is important that local plans build on the work and planning undertaken by partners to date, such as recent active travel research led by Newark and Sherwood District Council. This work identified several evidence driven priority active travel routes within, and connecting the town, with the potential to be taken forwards for delivery through future scheme investment.

In addition to active travel investment, through upgrading public transport options such as increasing bus frequencies, expanding routes to underserved areas, and improving links to nearby cities like Nottingham and Lincoln, commuting would become more convenient and attract businesses to the area. This is particularly relevant when paired with the potential opportunities raised relating developing an improved evening economy in the town, including additional transport in and out of the town to nearby areas, during social hours.



Employment and Skills Challenges

Newark faces several employment and skills challenges that impact its economic growth and the quality of life for its residents.

A key issue is the limited diversity of local employment opportunities, with a heavy reliance on industries including manufacturing, logistics, health and social care. This can, at times, create a mismatch between available jobs and the skills of the local workforce, leading to underemployment, or workers being unable to secure roles that match their qualifications.

In addition, a large proportion of the local population lacks the advanced qualifications or technical skills needed for higher-paying, skilled jobs. This also, at times, leaves many residents stuck in low-wage or manual labour roles.

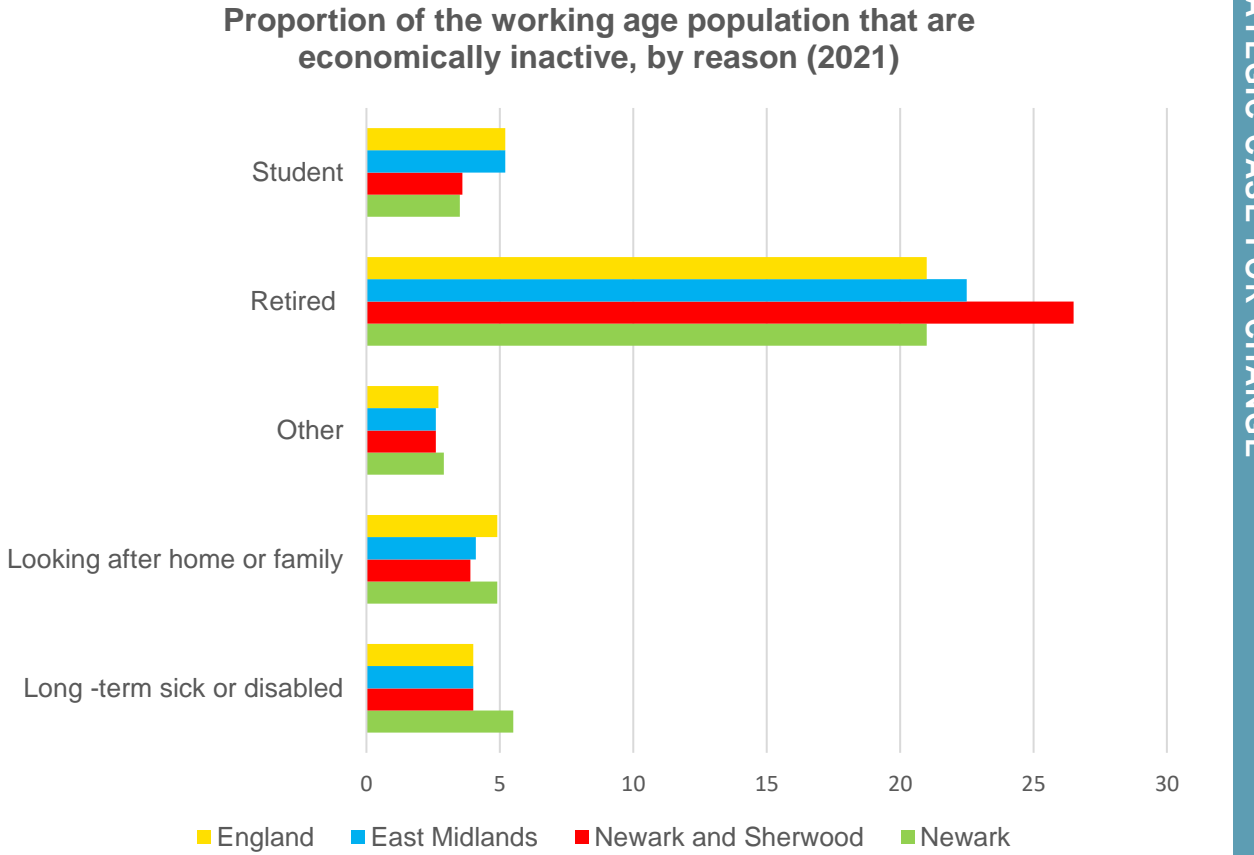
Page 42

Indicator	Newark	Newark and Sherwood	East Midlands	England
Gross Value added per job filled (£) (2022)	49,420	47,449	52,889	62,751
16-64 year olds with level 3+ qualifications (2021)	45.7	52.5	53.4	56.6
16-64 year olds with no qualifications (2021)	16.3	12.3	13.0	12.4
Employment rate (age 16 to 64) (%) (2021)	72.7	73.3	71.5	71.0
Unemployment rate (age 16 to 64) (%) (2021)	4.5	4.0	4.8	5.4

Sources: 'Education, Work, Productivity and Skills' Newark-on-Trent – local data profile, MHCLG, page 9

People in Newark may struggle to access higher education or vocational training, often due to financial, social or health barriers, further contributing to the local skills gap. This is highlighted through the lower than average percentage number of local students, as well as the proportion of people who are long term sick, or looking after family, in comparison to the East Midlands (as shown on the graph below).

As a result of this skills gap, the town faces difficulty in attracting employers who require a skilled workforce and residents find it harder to secure jobs that offer career progression or job stability. Addressing these challenges requires investment in education, skills development programmes to help residents adapt to changing job markets and improve their long-term economic prospects.



Key statistics include:

- Unemployment is at 3.8% in Newark, and falls just below the national average of England at 3.9%.¹
- Skills are a challenge, 45.7% of Newark's residents have a Level 3 qualification (undergraduate degree), this is 10.9% lower than the England average. In contrast, 16.3% of the population over the age of 16 reported having no qualifications, in comparison to England's average of 12.4%.²
- Newark suffers from high levels of deprivation, when looking at the Employment and Skills metrics of the Indices of Multiple Deprivation (IMD), several neighbourhoods located in Newark are among the top 10% most deprived neighbourhoods in England in terms of skills and employment.³
- High paid skilled work is a challenge - Newark has a lower proportion (10.5%) of employees in the highest skilled occupations, Managers, Directors and Senior Officials, compared to England (11%). But a higher proportion of employees in elementary occupations (13.2%) compared to England (9.1%).⁴
- The leading employment sectors across Newark include Transport and storage sectors (10% of jobs), manufacturing (12.2%), health (12.2%), retail (14.3%) and accommodation / food services (14.3%).⁵
- Over 30% of LSOAs in Newark are in the top 20% most deprived in England in terms of Education, Skills and Training.⁶
- Median gross annual earnings in Newark and Sherwood are higher than in Nottinghamshire, but lower than the England average.
- There is a £3,107 difference between resident and workplace earning in Newark and Sherwood, suggesting that people who commute into Newark for work typically earn less than residents.⁷ It could also suggest that residents are going outside of the district to work.



Sources: [1, 4, 5 and 7] Labour Market Profile – Newark and Sherwood, NOMIS (Labour Market Profile - Nomis - Official Census and Labour Market Statistics) (2025); [2] 'Education, Work, Productivity and Skills' Newark-on-Trent – local data profile, MHCLG, page 9 ; [3] IMD, 2019; [6] 'Deprivation', Newark-on-Trent – local data profile, MHCLG, page 16

Employment and Skills Opportunities

To tackle the skills-related deprivation identified in Newark, it is crucial to increase access to quality education and training opportunities for disadvantaged groups. Providing targeted support for young people, such as apprenticeships and vocational training programmes can help bridge the gap between school and the workforce. Similarly, through local programmes to engage economically inactive residents and those furthest away from the labour market, there is the opportunity to help combat some of the employment and skills related barriers identified. A significant proportion of this work has started through existing local investment, with delivery outcomes evidencing the ability to help combat the identified challenges.

Further investment could include offering bespoke and place-based provision for individual communities within the defined neighbourhood boundary, with a focus on clusters or areas experiencing high levels of economic inactivity, or young people not in education, employment or training. Activities such as alternative education and volunteering schemes for young people as well as accessible job clubs, are proven to help address the challenges identified, however currently limited in scale due to investment needs. This could therefore be extended and built on, to accelerate local impact.

In addition to supporting those furthest away from the labour market, there is the opportunity to encourage further collaboration with local businesses to offer hands-on learning and mentorship opportunities. This would help residents gain the practical skills needed in high-demand sectors and to up-skill and re-skill the existing workforce. In turn, this would assist advancement into higher paid jobs and an improved overall quality of life, particularly in emerging fields like digital technology or green industries. By prioritising these initiatives, Newark can help break the cycle of skills-related deprivation and provide residents with better opportunities for economic mobility.

Through continued collaboration with key education providers, colleges, schools and

universities within the area, Newark can help build on the work undertaken to date to connect skills gaps and key employment sectors, with local people. Likewise, through collaborative and expansion opportunities related to valued employment and education sites, local partners can continue supporting an ecosystem that fosters skills development, improves employability and ultimately helps to lift residents out of skills-related deprivation.



4.3 Market Failures

There is strong evidence for a case for change across Newark, however several reasons as to why certain interventions cannot be delivered without public sector intervention. These reasons are known as 'Market Failures'.

Market Failures occur when the private sector or general investment market alone cannot solve some of the issues and challenges. This is when public sector intervention, in the form of funding or activity, can help to deliver wider benefits, while not hindering, but rather improving private investment and market competitiveness. In Newark there are several Market Failures including:

Co-ordination & Scale failures

A typical market failure in town centres relates to the complex ownership structure of properties with multiple small ownerships, leasehold and freehold issues, access and servicing issues. In Newark there is an added complication relating to the heritage nature of many buildings, as well as pedestrianisation which creates complex challenges. To make significant changes requires a coordinated effort from multiple stakeholders. The private market alone cannot respond and it requires a coordinated effort led by the public sector including policy and strategy interventions and funding.

Imperfect Information

Banks and financial institutions base development finance rates off the back of evidence of market performance. Sales prices and level of investment are all factors which are considered. In areas which have had limited investment, and have seen poor price performance, this can result in further stifled investment and finance. This can be despite underlying fundamentals suggesting potentially high returns and strong demand.

Most town centres face this issue when it comes to flatted development, which will

generally have weak price comparison, despite potential high demand. This is the case in Newark. data or imperfect information that can limit private sector investment. Public sector support is needed to unlock opportunities and prove a concept or scale of demand.

Negative Externalities

Vacant sites have consequences for perceptions of crime and safety and can also impact demand for local commercial operations and the cost to serve buyers in a variety of markets. In Newark, vacant sites have led to declining footfall and contributed to ASB and crime in the town centre. This can create a cycle of decline whereby further investment is stifled, and conditions get worse. Redevelopment (supported by public funding) can deliver positive externalities (i.e., supplementary benefits from economic activity which accrue to society) which can help to transform a towns fortunes.

Public Goods

The public realm, key assets such as the castle, churches, and the general historic fabric of the town area all public goods. For some they don't have a market value, and we can't charge people from experiencing them.

For others, the high cost to maintain, improve or repurpose them for new uses would not be recovered by the values we could charge. This makes it unviable and runs the risk of stalling private investment and conditions deteriorating. Yet these assets, especially in Newark, are of national significance and need to be treasured. They give us one of the more remarkable and beautiful historic market towns in the UK. This situation results in heritage buildings falling into disrepair and not being brought back to productive use.

4.4 Community and Stakeholder Engagement Findings

Following the review of all data and knowledge presented earlier throughout this section of the plan various evidence driven challenges and PfN investment opportunities can be identified for the area of Newark.

This includes local challenges relating to town centre, deprivation, crime and anti-social behavior, health and wellbeing, connectivity and accessibility, and skills and employment.

Whilst it is imperative that local PfN programme plans are built on the data findings and evidence gathered, it is also essential that community views are incorporated within the process of establishing local priorities for the area, ultimately driving the direction of programme delivery. This includes undertaking meaningful engagement through a representative and iterative processes to help ensure plans are built on both evidence and the voice of the local community. Engagement should take place in a variety of forms, helping to target and seek views from as wider ranging number of community groups and demographics as possible.

With the above in mind, the community in Newark has engaged with the board and accountable body on various occasions over the past few years, and more recently to discuss their priorities for the area. This included engagement through a series of methods and platforms such as events, workshops, surveys, meetings and informal drop-in opportunities.

The table provided, notes the main community engagement to date regarding Newark investment priorities, and excludes discussions and meetings held with stakeholders and communities on an informal basis. Further details regarding local PfN engagement undertaken to date and findings, are available in Appendix A.

To summarise, over the past 4 years Newark has undergone more than 20 engagement sessions with over 9,000 people responding to surveys. This is equivalent to c. 30% of the Newark PfN area population.

Type of Engagement	Community Group/Cohorts Represented	Date
Town Investment Plan (online survey)	<ul style="list-style-type: none">ResidentsBusinessesVisitors	2020
Newark Residents Survey (online survey, in person survey, focus groups)	<ul style="list-style-type: none">Residents	2022
Newark Masterplan Consultation (online survey, in person workshop, market stall stand, focus groups, online workshop)	<ul style="list-style-type: none">Residents and businessesNewark college and ESOL studentsTown/District CouncillorsOuter Newark residentsYoung peopleGRT communityInfrastructure providers	2023/2024
Business Baseline Survey (survey, workshop, focus groups)	<ul style="list-style-type: none">BusinessesTown Centre PartnershipMarket traders	2023/2024
Beaumont House Engagement (in-person workshop)	<ul style="list-style-type: none">Day therapy patients	2024
Newark College Students (survey)	<ul style="list-style-type: none">College Students (16–19 year olds)	2024/2025
Community/Town Steering Group (in person workshops)	<ul style="list-style-type: none">Local community groups and charitiesPublic and private sector organisations	2020/2025
Professional Community Leads (online workshops)	<ul style="list-style-type: none">Officers and professional leads for resettlement and other underrepresented community groups, youth, elderly and vulnerable, homelessness, health and wellbeing, skills and employment.	2025
Zencity Survey (online survey)	<ul style="list-style-type: none">Residents	2025

The cross-cutting findings from all community engagement undertaken to date is summarised into 4 key themes, as shown below. This includes preferred investment activities or ‘areas of need’, as identified by the community.



TRANSPORT/CONNECTIVITY

- Reduce parking costs
- Address traffic congestion
- Maintain roads and pavements
- Improve and increase car parking
- Improve public transport & active travel
- Better mapping and signage (wayfinding)



LEISURE AND ATTRACTIONS

- More to attract families/young people
- Places people want to be and live
- Increase leisure activities and open space, opportunities to bring people together
- Investment in social capital and community facilities
- Create and improve the night-time economy
- Create experiences and events



HIGH STREETS AND REGENERATION

- Bring back shops and Market Place
- Bring heritage buildings back into use
- Improve riverfront and better connect it to the town
- Have a busy and vibrant town centre
- Greening of public spaces
- Cleaner streets
- Tackle vacant shops
- Regenerate the town centre
- Improve shopfronts

Page 47
72% of residents access the town centre by private car.
64% dislike the traffic & congestion in the town centre.
(A Place Strategy for Newark on Trent Survey, 2020)

<50% of residents use the town centre for entertainment/leisure.
C.80% of residents mention a need for improved leisure activities.
(A Place Strategy for Newark on Trent Survey, 2020)

35% of residents used ‘Vibrant’ to describe future aspirations for Newark.
(Newark Masterplan Survey, 2023)



SAFETY & SECURITY

- Tackle ASB and crime
- Challenge discrimination
- Improve the feeling of safety

64% of residents don’t feel safe after dark
(2022 Resident Survey)



OTHER

- Increase apprenticeships and job opportunities
- Provide more health services (doctors & dentist)
- Provide better marketing for the town

Marketing was considered a priority by businesses in improving the town.
(Newark Business Baseline Study, 2023)

4.5 Local Plan for Neighbourhoods Interventions

To develop a high-level strategy for PfN investment over the next 10 years, the priorities identified through data and evidence were compared against the recurring themes identified through community engagement and perception.

The recurring priorities are grouped into the following key themes and interventions for the area as selected by the Newark Town and Neighbourhood Board from the available intervention list within the PfN prospectus. The identified interventions and themes are shown in the table below alongside each of the PfN objectives to demonstrate how the board can deliver initiatives to achieve the programme objectives set by the UK Government.

PfN Objective	Priority PfN Theme for Newark	Priority PfN Intervention for Newark
THRIVING PLACES	Regeneration, Heritage and High streets	<ul style="list-style-type: none">Physical improvements to enhance town centres, neighbourhoods, and high streets.Creating and improving green spaces, community gardens, watercourses or embankments in the area, along with incorporating natural features into wider public spaces.Support for arts, cultural, heritage and creative activities that make up the local cultural and heritage and visitor offer.
	Transport and Connectivity	<ul style="list-style-type: none">Improving and creating new footways and cycle routes/local road networks to improve access within and to the area.
STRONGER COMMUNITIES	Cohesion	<ul style="list-style-type: none">Support for volunteering and social action projects to bring people together.Capacity building and infrastructure support for local civil society, youth and community groups.
	Safety and Security	<ul style="list-style-type: none">Interventions to tackle anti-social behaviour, crime and minimise reoffending, as well as town centre management.
TAKING BACK CONTROL	Work, Productivity and Skills	<ul style="list-style-type: none">Support to improve awareness of, and access to, work and skills provision as well as addressing local skills gaps and community wealth building.

The above PfN interventions are expected to be taken forward as local priorities for programme delivery and will be refined and potentially added to as the programme evolves and local plans develop throughout the funding period, to reflect the outcome of ongoing community engagement. This includes utilising the identified PfN themes and interventions to inform the selection of projects for investment throughout the next decade.

4.6 Long-Term Outcomes

To achieve success within the PfN programme over the next decade, it is essential that the board defines measurable long-term outcomes to monitor the impact of investment. The table below provides examples of the types of locally intended long-term outcomes of investment. These examples are based on the board’s selected priority interventions, as set out in section 4.5 of this plan and precise evaluation metrics and measurable outcomes will be refined and reported throughout programme delivery, and in accordance with overall scheme monitoring requirements, as set by the UK Government.

Example Outcomes		
Increased footfall in town centres	Increased resident pride in place and belonging	Reduced unemployment levels/increased local jobs created
Increased visitor spending	Improved resident healthy life expectancy	Increased productivity and investment
Increased number of residential units	Reduced crime rates and feelings of safety	Increased number of jobs safeguarded
Reduced retail vacancy rates	Increased number of community events	Increased number of people gaining qualifications, skills and licenses
Increased users of active travel routes	Increased members of community groups	Increased number of young people considered ‘NEET’ accessing skills support
Improved footpaths, public realm, cycle routes	Increased number of volunteers	Increased number of businesses created

4.7 Toolkit of Powers

The PfN prospectus sets out a range of powers available to each Neighbourhood Board with support from the local authority. The Newark Town and Neighbourhood Board may draw upon some of these tools throughout programme delivery. Examples of powers that may be adopted by the board are provided below, applied to some of the locally selected priority investment themes.

Regeneration, Heritage and High Streets, and Cohesion

Previously within this section of the plan, several challenges were presented in relation to Newark Town Centre, particularly surrounding vibrancy due to a loss of retail, increased vacancy rates and a lack of presence within the town. This results in various underused or poorly presented historic buildings within the town centre, requiring investment, or considered heritage at risk. When aiming to address these challenges, the board may look to draw on powers including Listed Building Consent Orders, Repairs Notices and Clean Up Notices, to help improve the look and feel of the town for both residents, and visitors, and protect buildings for the future. Any adopted powers will be considered alongside the emerging Newark Town Masterplan and Design Code, helping to preserve the character and history of Newark's unique town centre, whilst also supporting new investment within the area.

Similarly, when aiming to encourage local community cohesion and a sense of togetherness, there is the potential the board may look to utilise the power of 'Assets of Community Value' and, or 'Community Assets Transfer Powers'. This would enable the community ownership of assets, including buildings and land and may be an effective route to community empowerment, subject to further consideration with key partners and the local authority.

Transport and Connectivity

As noted previously, transport and active travel investment is another key priority for the area, with the aim of improving connectivity and wayfinding. The board will

continue to work closely with highways authorities when considering any local projects within this theme. In addition, any potential projects will align to local walking and cycling infrastructure plans, as well as work undertaken by Newark and Sherwood District Council in relation to identifying key local active travel routes.

Safety and Security

The Board will continue to work collaboratively with local authorities, the Police and other key partners to identify the most appropriate tools to utilise when addressing the local safety and security challenges identified. Examples could include the use of Respect Orders, or levers set out within the Anti-Social Behaviour, Crime and Policing Act 2014 and Licencing Act 2003.



5.0 Alignment With Other Programmes and Investments

Page 51

5.1 Newark 2020 Town Investment Plan

The Newark Town Investment Plan (TIP) was created in 2020, as a 30 year vision for the town, to be accelerated through £25m awarded through the UK Government's Local Regeneration Fund. The vision's focus is to make Newark a place that people and businesses:

- Choose as their destination of choice for learning and investment.
- Live and locate in green sustainable communities.
- Connect to sustainable transport within the town (within 20-minutes) to fulfil their daily ambition.
- Enjoy our heritage and open spaces and engage with the vibrancy of our town centre culture.

The strategy to deliver the comprehensive vision was set out via four pillars for change, including 1) Skills, Education and Business, 2) Connectivity, 3) Town Centre Regeneration and Culture and 4) Town Centre Residential.

In addition to the defined vision, the TIP evidence base identified the following key issues and opportunities for Newark:

Congestion - Traffic congestion remains significant for residents and businesses. The level crossing at the Castle railway line also contributes to congestion, with more downtime as a consequence of enhanced frequency and use of rail services. Despite excellent rail connectivity, take-up is low. Specialist assessment concluded that bus provision is constrained by a lack of frequency at peak times and during social hours, and ticket coordination across operators.

Crime and Anti-Social Behaviour - The other most important concern for residents; crime and anti-social behaviour continues to persist and is increasing. In one ward, the residents survey found only 65% of residents feel safe during the day (national

average of 93%).

Social Mobility - Newark was previously the second least socially mobile place in Great Britain (State of the Nation, 2017). Whilst the majority of secondary schools are now rated 'Good' educational achievement of students remains below average.

Secondary schools face the challenge of the 'Lincolnshire Drift' towards the 11+ streaming and grammar school system. There remain significant pockets of deprivation within the town, including wards within the 10% most deprived in England and Newark residents earn below their counterparts in other towns.

Housing and Employment Housing - Demand is high, as are prices compared to affordability. Over 7000 houses are being delivered to the south of the town over the next 15-20 years. Without enhanced physical and social connectivity, the negative current commuter trend will continue.

Town Centre - The town centre continues to suffer from retail decline. Visible and large footprint vacancies are accompanied by a trend for discount offers. Market confidence is low, reflected by the departure of national brands. Lease and repair tenancies lead to a high turnover of tenancies, with attractive buildings blighted by underutilisation.

The town suffers from a lack of legibility and wayfinding, particularly between transport nodes and key attractions. Family and leisure offers are limited. There is little diversity in the night-time economy beyond a cinema and food and beverage establishments. Dwell time of visitors remains constrained, with a failure to maximise ancillary spend and overnight stays.

The TIP helps set the foundation of plans for future town investment and when supplemented by additional recent data, engagement and insight, assists in forming the basis of plans developed through PfN. The TIP also provides several proposed solutions or opportunities for investment and growth within the area in relation to the challenges identified, including over 25 potential and pipeline projects within the town.

With support from the Newark Town and Neighbourhood Board and other strategic partners, several of the identified projects have now successfully delivered, or are in progress through UK Government funding and other investments. This has resulted in a variety of high quality and valued opportunities, outcomes and new experiences for local people and visitors that would not have been available previously. The projects successfully delivered, or in progress through the £25m awarded in 2020, are shown on the table provided on the right.

The PfN programme and vision will continue to build off the transformational step changes that have been made possible through UK Government funding and the 2020 TIP, linking closely with several of the projects that have been brought forward. This includes demonstrable links between the four TIP pillars and the identified PfN aspirations, as identified within section 3.3 of this plan. In particular, the data and engagement findings through PfN demonstrate repeated links to the TIP, particularly surrounding local skills gaps, town centre residential and regeneration, connectivity and wayfinding and safety and security.

As a result of these similarities, it is anticipated that 10-year PfN investment initiatives that may be prioritised by the board include some of the remaining projects identified within the 2020 TIP, as well as emerging and pipeline schemes. This will complement projects delivered to date, to help achieve the overarching TIP vision and shared priorities identified by the community through PfN. Example initiatives may include a potential town centre unit conversion scheme, community space and public realm improvements, events, active travel, transport and wayfinding schemes and support for the growth of key employment and education sites.

Project	Summary
Redevelopment of 32 Stodman Street	The redevelopment of 32 Stodman Street (the former Marks and Spencer's) to create high quality Town Centre residential living and new commercial and office space, creating activity and footfall.
Development of the Air and Space Institute	A new state of the art Air and Space Institute which will create new jobs locally and train the next generation of skills-matched aviation professionals with military and civil partners including pilots, engineers and ground staff.
YMCA Community and Active Village	Expanding the YMCA Newark and Sherwood Community and Activity Village by constructing a new home to sports and leisure facilities, music and art spaces, conferencing, a wellbeing and health delivery service suite, culinary training, the largest outdoor skate park in the East Midlands and an Olympic climbing centre.
Castle Gatehouse Project	To enhance the experience of Newark's foremost historical asset and transform the Castle into a major attraction for residents and visitors alike.
Newark Construction College	New training opportunities for young people and retraining for adults in Newark with the intention of securing both employment and high qualifications within the construction sector for learners.
Newark Heart Project	Plans to drive and measure additional footfall and local spend through the repurposing of public buildings and spaces, an ongoing calendar of events and activities.
Newark Cycle Town	Working with a range of partners to transform Newark into a '20-minute town', giving people the ability to meet most of their everyday needs within a 20-minute walk, cycle or local public transport trip from their home.

5.2 Local Plans and Strategies Summary

In addition to the 2020 TIP, the table below summarises the key links between the investment priorities identified through PfN (as detailed in section 4.6 of this Plan), and activities set out within other existing local strategies. This alignment is key to ensuring strategies complement one another and to assist local partners to work collaboratively towards a shared community vision for the area.

Plan/Strategy	Context	Alignment to Local PfN Plans
<div>NSDC Local Plan Amended Core Strategy (LPACS) 2019</div> <div>Page 54</div>	<p>The NSDC Amended Core Strategy was adopted in March 2019. There are two key relevant objectives within this strategy for the Newark area:</p> <ul style="list-style-type: none">To manage growth in and around Newark Urban Area and ensure that housing and employment growth are developed alongside appropriate infrastructure and facilities.To promote, protect and enhance the character and qualities of Newark Town Centre as a place for retail, business, administration, entertainment and tourism.	<p>The two key objectives identified within the LPACS align with local plans developed through PfN. This is reflected through an intended focus on prioritising initiatives within the PfN theme of regeneration, heritage and high streets, where there is a chance to deliver transformational projects that support a diverse town centre for business, retail, tourism and entertainment. Additionally, through prioritising investment in PfN themes of education and employment, safety and security and transport, projects may be bought forward to improve local infrastructure and community facilities, as set out within the LPACS.</p>
<div>NSDC Community Plan 2023-2027</div>	<p>The NSDC Community Plan 2023-2027 sets out the Council's vision of 'Serving People, Improving Lives'.</p> <p>The plan includes 7 key ambitions for the wider area of Newark and Sherwood, supported by a series of detailed strategies to achieve each of the identified ambitions.</p>	<p>The local PfN priority interventions, as set out in section 4.5, align to the core ambitions detailed within the Community Plan including:</p> <ul style="list-style-type: none">Potential PfN town centre residential and regeneration initiatives can help to achieve ambition 2 through increasing the supply of housing.Through PfN transport and active travel projects, as well as educational and employment schemes, plans align with ambition 1, helping break down barriers to accessing opportunities.By supporting residents to access volunteering and social action projects as well as capacity building initiatives and events, communities can be brought together, reflecting ambitions 3 and 5.Investment in town centre management or capital security projects, can help achieve ambition 4, by reducing crime and anti-social behaviour.

Plan/Strategy	Context	Alignment to Local PfN Plans
Emerging Newark Town Centre Masterplan	<p>The emerging Newark Town Centre (NTC) Masterplan The plan identifies 6 themes for Newark Town including:</p> <ol style="list-style-type: none"> 1) A Market Town 2) A Thriving Town 3) A Skilled and Creative Town 4) A Riverside Town 5) An Active and Accessible Town 6) A Town of Discovery 	<p>The emerging Masterplan is instrumental to developing plans for any potential for projects within Newark Town Centre, funded through PfN investment. The board maintains oversight over the Masterplan, ensuring its overarching vision remains aligned to the collective aspirations set for Newark. The Masterplan priorities are reflected within local PfN plans, with a particular focus on the UK Government's PfN objective of 'thriving places' and the locally identified aspirations in section 3.3, relating to town connectivity, vibrancy, places to live, work and participate in arts, culture and leisure, sustainable development and with the Market Place at heart.</p>
Emerging Sustainable Economic Growth Strategy 2026-2031 <div>Page 55</div>	<p>The emerging Sustainable Economic Growth Strategy (SEGS) identifies the following priority areas for Newark and Sherwood:</p> <ul style="list-style-type: none"> • Upskilling and reskilling into education or employment with a focus on young people and those with no qualifications • Supporting people to become economically active • Improving connectivity and infrastructure • Focusing support around key sectors of the local economy, • Diversify Town Centres to make Newark and Sherwood an aspirational destination to visit and to work & live in 	<p>As set out throughout section 3, the local PfN vision includes a focus on improving the town centre and high street regeneration to help diversify the town for employment, residential and visitor purposes. Similarly, local plans include a focus of accessibility, linking closely with the opportunities identified within the SEGS regarding improving connectivity and infrastructure for economic purposes.</p> <p>Further alignment between the two is demonstrated through the local PfN priorities identified relating to skills and employment, where programmes may be bought forward to support people to access higher levels skills for in-demand sectors, assistance to access the labour market, as well as bespoke programmes and diversionary activities for young people considered NEET or socially excluded. This will all help achieve the objectives set out within the SEGS, reducing economic inactivity and increasing qualification levels.</p>
Bassetlaw and Newark and Sherwood Community Safety Strategy 2024-2027	<p>This strategy aims to clearly articulate the vision, priorities and objectives of the Bassetlaw, Newark & Sherwood Community Safety Partnership (CSP) over three years. The Plan identifies 5 key thematic priorities of:</p> <ol style="list-style-type: none"> 1) Serious Violence (SV), Violence against Women & Girls (VAWG) & Domestic Abuse (DA) 2) Anti-social Behaviour (ASB) 3) Vulnerability & Contextual Safeguarding: Child Criminal Exploitation (CCE), Child Sexual Exploitation (CSE), Modern Slavery & Human Trafficking 4) Community Cohesion: Counter-Terrorism & Hate 5) Neighbourhood Crime: burglary, theft, vehicle crime 	<p>Local PfN plans include a focus on improving safety and security, linking closely with the key priorities within the Community Safety Strategy as well as the Government's objective of 'Taking Back control', and related aspirations, as set out in section 3. The PfN scheme will provide the flexibility to support further investment within the 5 thematic priorities identified within the Community Safety Strategy, working with key partners to identify gaps in funding that may be met through PfN investment. This could include opportunities to support further town centre management initiatives, as well as capital funding to help design out crime and anti-social behaviour.</p>

5.3 Local Funding Streams Summary

In addition to recognising supporting strategies, it is important that local PfN plans align to existing key investment programmes and funding streams to ensure best use of funds and to maximise value for money through additionality opportunities or identified investment gaps. The table below provides examples of other major UK Government funding streams and their focus locally, with consideration of their potential influence upon PfN plans for Newark.

Fund	Alignment to Local PfN Plans
Levelling Up Fund 1 - £20m	£20m awarded towards the Southern Link Road project, as detailed in section 1.3 of this plan. There is an opportunity to build on the LUF 1 programme and support wider infrastructure investments within the area including active travel and transport improvements to encourage town accessibility and connectivity. This would complement the work delivered through LUF 1, whilst also building on the local PfN sub-objective to ‘thriving places’ of becoming an accessible and well-connected town. Additionally, this would help to expand employment and education pathways through improved accessibility and infrastructure, relating to the objective of ‘taking back control’.
Local Regeneration Fund - £25m	£25m awarded to Newark to support several pipeline projects, as identified within the 2020 Town Investment Plan (TIP). As detailed in section 5.1, these projects have strong links to the selected local PfN priority themes of transport, town centre regeneration, heritage and high streets and education and employment. There is therefore an opportunity to build on the projects delivered through the Local Regeneration Fund, with a focus on potential investment to support some of the remaining projects within the TIP to deliver on the overall vision of the board and community of Newark.
Safe Streets	<p>Funding to improve the safety and security of the town and local area including investment in town centre alley gating, diversionary activities, entry systems for buildings, CCTV improvements and lighting, as well as neighbourhood watch and graffiti schemes.</p> <p>Further capital investment needs have been identified locally by key partners including improved lighting, CCTV, town centre management as well as potential revenue investment such as continued diversionary activities. There is the opportunity to build on this list of pipeline interventions through investment from PfN, linking in with the priorities identified against resident safety and security, and supporting the local PfN vision through alignment to the locally identified sub-objectives set out under ‘strong communities’.</p>
UK Shared Prosperity Fund/Adult Skills Fund	<p>Over £5m awarded through UK Shared Prosperity Fund to Newark and Sherwood between 2022 and 2026. Fund priorities included investment against 3 core themes of skills, business support and communities and place.</p> <p>Projects delivered to date through UKSPF and ASF align most closely to the PfN selected themes of work, skills and productivity, town centre regeneration and cohesion through support for business growth, employment and education, including young people at risk of becoming NEET, and investment in community spaces to help build capacity. There is the opportunity to continue developing and enhancing these programmes through PfN, with a focus on capital interventions to complement existing revenue schemes such as improvements to learning spaces. Equally, revenue investment could be utilised to provide additional courses delivered through a place-based approach, offering tailored delivery to meet the needs of individual communities or deprived areas within Newark.</p>

6.0 Match Funding and Leveraging Investment

Page 57

6.1 Securing Match - Funding and Investment

In order to attract and maximise opportunities for private, public, and philanthropic investment, the board and project leads will endeavour to maximise funding for any proposed projects taken forward through PfN .

It is intended that for each project considered by the board for PfN investment, the project lead will source match funding where possible and appropriate. This will help maximise the benefits and return on investment, enhancing the impact of initiatives supported through PfN and the overall value for the local community.

Through developing a robust project appraisal process requiring either a minimum match threshold or the appraisal of projects partially based on match contributions, the board can leverage match funding throughout PfN delivery.

Ongoing consideration and knowledge of alternative funding sources, grant cycles and investment solutions is key when delivering and selecting projects through PfN. The board will therefore continue to work closely with local authorities and key funders to maintain awareness and understanding of any additional opportunities for the area.

The level of match should be addressed in relation to the nature of the grant and the initiative considering both appropriateness based on local context and factors such as the UK Subsidy Control Regime, and potential market failures.

Project leads will also be required to draw upon their existing connections and networks across Newark and surrounding areas to seek external funding. Likewise, where there is joint alignment across interventions, there is the opportunity for project leads to work collaboratively to accelerate project delivery.

There are a number of large-scale businesses within Newark which could be targeted to source grants or link up with via CSR (Corporate Social responsibility) frameworks to further strengthen and leverage investment. Examples of some of the largest local businesses (by employees) who should be considered in the first instance are shown on the right.

Organisation	Grants/Funds/Initiatives
	<ul style="list-style-type: none">Boots Charitable Trust supports projects in home county of Nottinghamshire, focus on health, learning, community development and social care.
	<ul style="list-style-type: none">Giving back programme to support local charities.10,000 interns programme offering paid work experience, training and development.
	<ul style="list-style-type: none">CSR focussed on people, health and safety, the environment and community.
	<ul style="list-style-type: none">Financial donations are made to support community groups and charities with a focus on people, environment and integrity.
	<ul style="list-style-type: none">CSR promotion of health, education environmental protection, education of inequality and diversity. Provides charity donations.
	<ul style="list-style-type: none">CSR focussed on placemaking and people, partners with RSPB, supply chain sustainability school and Green Building Council.
	<ul style="list-style-type: none">CSR focussed on people, partnerships and environment, work closely with VIY charity supporting young people to gain skills.
	<ul style="list-style-type: none">Community champions budget for community groups and events.Stronger starts initiative providing funding to community groups and schools for food poverty and support for young people.
	<ul style="list-style-type: none">Generates community involvement through local businesses and charity fundraising.

7.0 Community Engagement and Involvement

Page 59

7.1 Board Background and Membership

Purpose

Following the announcement of the PfN scheme in Spring 2025, it was agreed that the Newark Town and Neighbourhood Board would oversee the programmes delivery within Newark, acting as the 'Neighbourhood Board'. This includes working closely with Newark and Sherwood District Council as the accountable body to develop this Regeneration Plan.

Newark Town and Neighbourhood Board was first established in 2020 to provide strong and visible leadership for Newark, challenging partners to increase their ambition of what can be achieved collectively and acting as advocates for the town. The board oversees key projects within the TIP, accelerated through £25m awarded to Newark through the Local Regeneration Fund in 2020, and is experienced at, and responsible for working with communities and local stakeholders to make key investment decisions for the area and monitor the delivery of selected projects.

Newark Town and Neighbourhood Board operates as the vehicle through which the vision and strategy for the town is defined, with a responsibility of engaging with and representing the local community and partners to identify investment priorities for Newark.

The board will bring together residents, local businesses, grassroots campaigners, workplace representatives, faith, and community leaders and those with a deep connection to their area.

Newark and Sherwood District Council (NSDC) acts as the accountable body for the programme with responsibility for ensuring that public funds are distributed fairly and effectively, and that funds have been managed in line with the Nolan principles and Managing Public Money principles. This includes compliance with legal responsibilities in relation to Subsidy Control and procurement as well as maintaining a role as advisors to the board.

Whilst NSDC provides a level of strategic support to the board, the board operates independently from the accountable body and is responsible for making its own investment decisions for the future uses of up to £19.5m of PfN funding.

Membership

The local Newark Town and Neighbourhood Board comprises private, public and community sector partners, maintaining a shared vision to encourage Newark to fulfil its potential for businesses, residents and communities.

Currently, local board membership includes but is not limited to:

- Local education providers
- Community and voluntary sector groups as well as charitable organisations
- Local police representatives
- Business, investment and retail representatives
- Town, district and county council representatives
- Leisure and entertainment representatives
- Tourism and heritage representative

Local board membership requirements are driven through programme conditions, recognising the objectives set out within the scheme prospectus, as well as local context and the unique needs and opportunities for the area.

Each membership cycle will operate for up to 3 consecutive years, at which point all members may re-apply to continue their membership. Further members may be invited or apply to join the board in between membership cycles, on occasion.

The board's Local Assurance Framework (LAF) defines the current membership of Newark Town and Neighbourhood Board, as well as the process for future membership cycles, and the roles of potential substitute members.

7.2 Long-Term Community Engagement

Securing buy in for local businesses, civil society and communities is essential to developing plans through the PfN programme. In doing so, Newark Town and Neighbourhood Board has identified various activities, processes and techniques to achieve this objective.

Firstly, the board will develop a long-term community engagement strategy, setting out processes for engagement with the wider community, throughout the next decade. This plan will be refined and reviewed regularly throughout the 10-delivery period, responding to the findings and feedback from community engagement. This will include bespoke engagement methods, recognising the need to adapt the approach to suit the relevant audience to undertake meaningful interactions. Engagement will take place at a programme level, as well at times, on a more day to day basis, such as community input to help shape and influence specific elements of a project's scope and delivery.

Secondly, with the use of capacity funding, the board has provided dedicated resources to facilitate community engagement, capacity building and provide support for community groups to participate in the programme. The board will continue to work closely with Officers, Advisors and human resource available to deliver the PfN programme, in a manner that includes community groups, businesses and residents.

Section 8.1 of this Plan sets out the governance structure surrounding the Newark Town and Neighbourhood Board, with supporting stakeholders and community groups. In particular, the Board works closely with the established 'Newark Town and Neighbourhood Steering Group', comprising over 40 community, public and private sector partners. This group acts as a mechanism for stakeholder consultation, helping shape and influence local investment priorities and key decisions taken by the board, through their unique local knowledge and expertise.

The Newark Town and Neighbourhood Steering Group's meeting arrangements are specifically defined within the board's Local Assurance Framework.

Local PfN plans encourage Newark's community and key stakeholders to participate in the direct delivery of scheme interventions. This includes plans for the potential provision of grant opportunities within the first investment cycle, aligning to the locally selected PfN priorities and interventions. This could enable community groups to apply for funding, deliver interventions and work directly with local people to drive forward the desired changes for Newark. Project promoters will also be encouraged to address community engagement within grant proposals, demonstrating how projects meet the objectives and priorities raised by the wider community.



8.0 Governance and Assurance

Page 62

8.1 Governance Structure

The Newark Town and Neighbourhood Board recognises the importance for plans to be built based on community engagement and real-life experiences and is therefore committed to operating through a governance structure that effectively encourages the local community to feed into the decision-making process.

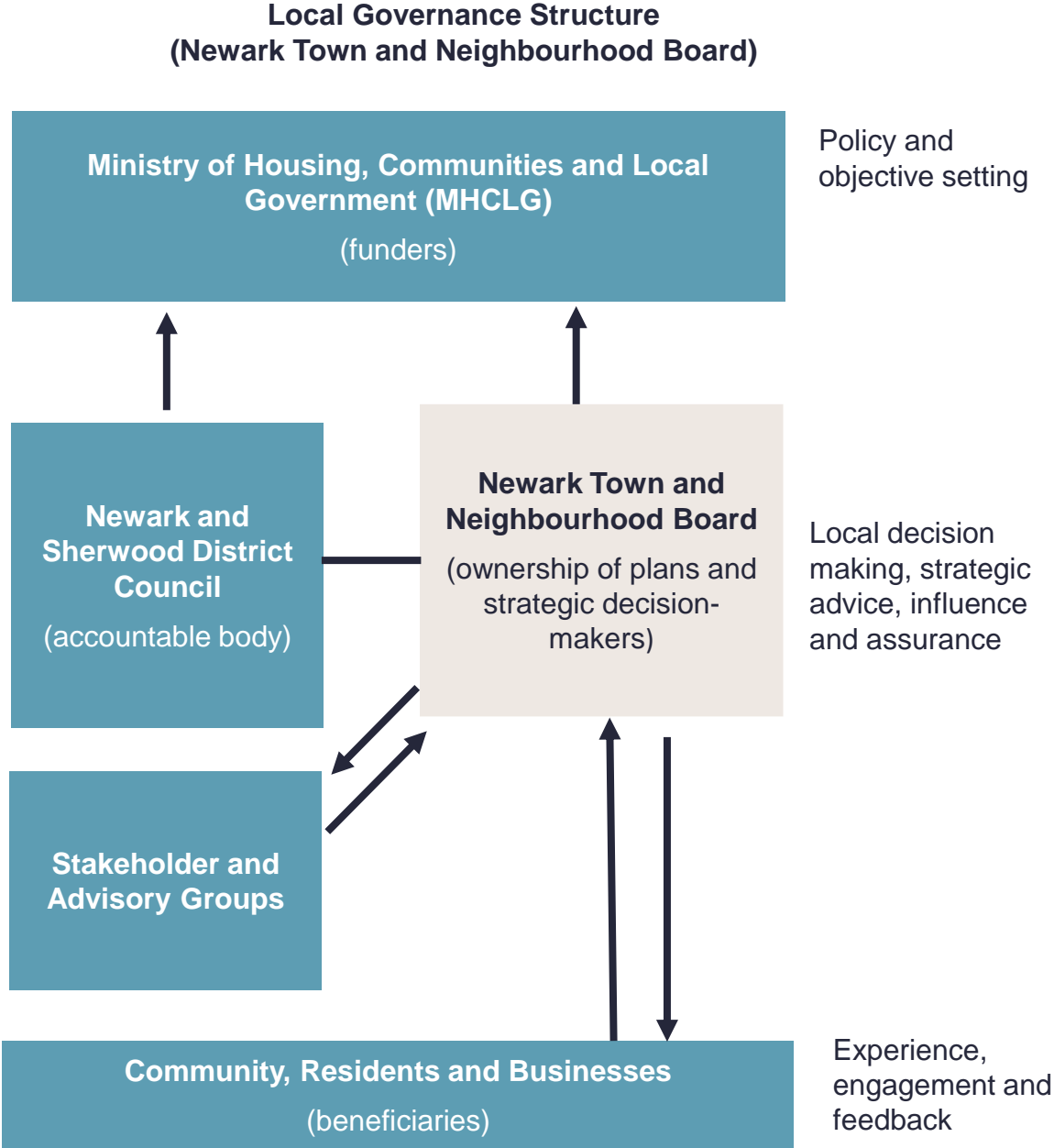
A visual example of the board’s governance structure, is shown on the right.

Through additional engagement with stakeholder and advisory groups, the board works closely with partners and Newark and Sherwood District Council (NSDC), across a variety of thematic areas, to identify local strategic investment priorities for Newark. This includes creating new groups as well as utilising existing platforms that align to the various themes set out within the PfN prospectus to engage a range of partners and local subject experts. An example of this includes the opportunity to engage with the local Employment and Skills Board where advice and guidance may be sought for skills and employment related challenges, or investment priorities.

As demonstrated on the diagram provided, the board, at times, will also undertake direct engagement with the community, residents and businesses to help gather insight and feedback to inform local investment plans, with the aim of meeting their individual needs as funding beneficiaries.

Community engagement may take place in various forms including surveys, meetings, workshops, events, focus groups and interviews and the approach to engagement will be tailored to the relevant needs of the audience or participating community group. This helps to ensure that engagement with the board is accessible and encourages as many different members of the community as possible to be part of the process of informing local plans.

In addition to acting as the accountable body and as a board advisor, NSDC may, at times, act as project lead, driving forward projects on behalf of the board and wider community, where appropriate and recommended.



8.2 Transparency and Assurance

The Newark Town and Neighbourhood Board is fully committed to ensuring the highest standards of governance, accountability and transparency across all aspects of its activities.

The board operates by a Local Assurance Framework (LAF), monitored and overseen by the accountable body, through the Section 151 Officer.

Newark and Sherwood District Council (NSDC) is the accountable body for the PfN scheme therefore has responsibility for ensuring a LAF is in place, meets the standards set out by the Ministry of Housing, Communities and Local Government (MHCLG) and that all funding decisions and board operations are made in accordance with it. This includes maintaining oversight of the programmes delivery to ensure compliance with the PfN prospectus and monitoring progress with the board and central government.

The PfN programme will be managed in accordance with the LAF and board advisors, project leads and members will adhere to the Nolan Principles of managing public money.

Projects selected for funding through the PfN programme will be subject to assurance requirements to demonstrate value for money and compliance. The board's updated local approach to assurance includes a threshold-based model to business case requirements, with the highest value, and most complex of projects usually requiring Full Green Book Standard Business Cases.

Any required business cases will be assured or reviewed independently to maintain the level of transparency necessary throughout the process. Whilst the assurance process is based on a series of value considering and deliverability factors, generally, projects that do not demonstrate a positive BCR above a set threshold, are unlikely to be taken forward for PfN investment.

In addition to assurance processes outlined within the LAF, full transparency is

represented throughout the board's decision-making processes, with the requirement for all members to adhere and sign up to the Register of Interest Policy and Code of Conduct. This includes the requirement for member declarations of any potential conflicts of interest associated with key recommendations or decisions taken by the board. This information is managed throughout the decision-making process and all returned forms are to be held by NSDC as the accountable body.

In accordance with the PfN prospectus, the board will meet on a minimum of a quarterly basis with more frequent meetings held as required. The board will publish:

- a documented decision-making process, outlining the voting rights of the board
- profiles of board members
- all board papers in advance of the meeting within 5 working days
- draft minutes of meetings following the meeting within 10 working days
- final minutes, once approved by the board within 10 working days
- any conflicts of interest reported, within the published minutes

NSDC is committed to providing a Secretariat to the board. The Secretariat is responsible for the operations of the board, ensuring that members adhere to the established terms of reference and that ways of working follow the associated governance and transparency requirements.

Newark Town and Neighbourhood Board's full operations including transparency and assurance arrangements, declaration of interests and code of conduct are defined within its Local Assurance Framework.

8.3 Project Selection and Monitoring

Projects receiving PfN investment will be selected by the board based on the priorities outlined within this plan. Where agreed, projects may be delivered through commissioning and procurement by the accountable body on behalf of the board or delivered by partner organisations through grant awards. Where a proposal requires the provision of programme grant funding to a recipient, the award will follow a competitive selection process as the default approach to providing grants. This ensures a fair and open selection process to awarding grants, in accordance with the Grants Functional Standard.

Prior to a competitive grant selection process, a criteria and appraisal mechanism will be agreed by the board upfront and shared openly to potential applicants. The specific criteria will be developed to reflect the overall aims and objectives of the relevant grant scheme however examples of the factors to be considered include the projects' ability to deliver the PfN objectives and the specific local vision and priorities, match funding available, project readiness and deliverability, demonstration of community engagement, and consideration of wider environmental, equality and diversity implications. Applications will then be scored independently with final awards subject to approval from the board and council's Section 151 Officer as well as the supporting assurance process such as the potential development of business cases (in accordance with the LAF).

Following completion of the assurance process, the relationship with individual project leads will be governed by grant funding agreements between the accountable body and relevant organisation. Grant recipients will be obliged to follow the code of conduct based on the Nolan Principles and adhere to all conditions set out within the grant agreement, including transparency and compliance against the UK Subsidy Control Regime and Public Contract Procedure Rules. The funding agreement will include an agreed set of outputs and outcomes, as well as financial and risk related reporting to both the accountable body and board to track progress. Regular updates will be provided to the board to monitor progress and ensure compliance.



8.4 Wider Considerations

Environmental Impact

The Newark Town and Neighbourhood Board will consider environmental impact in the design and delivery of the local PfN programme, including its environmental duty when implementing the Regeneration Plan and the selection of projects.

Firstly, the board has considered existing environmental and sustainability challenges as a part of a socio-economic baseline review. This drew on evidence from the Environment Agency¹ and showed that Newark and Sherwood ranks 6th for overall environmental inequality across Nottinghamshire. This highlights that the district needs to improve on reducing exposure to chemicals, increasing engagement with the environment, and minimising waste.

Secondly, the board endeavoured to include an Environment Agency representative as an advisor to the Newark Town and Neighbourhood Board, providing advice and guidance to support the board in its strategic decision making. This helps to ensure environmental impacts are considered as part of discussions and proposals for potential sustainability interventions were collated and addressed.

Thirdly, environmental and sustainability priorities will be factored into the project selection and assurance process. This includes the requirement for projects to recognise, and appropriately and proportionally address environmental implications, in order to draw down funding.

Equality, Diversity and Inclusion and Public Sector Duty

The Newark Town and Neighbourhood board will consider how PfN projects will improve the economic, social, and environmental well-being of the Newark area, how equality issues are considered, and how such improvements can be secured in town investment projects.

At a project level, each 'high-value' project as part of the Green Book Business Case should include details of how it meets the government's clean growth principles and Public Sector Equality Duty.

For all other project proposals and grant applications, project leads will be required to demonstrate how equality, diversity and inclusion implications are considered and addressed through project design and delivery, and this will be appraised and considered by the board, prior to the release of any funding.

The board seeks to ensure through its processes set out within the LAF and its community engagement methods, that it as operates in a way that is considered representative and accessible, including seeking views from as much of the community as possible throughout planning and delivery.



¹ Adaptive Investment for Growth, Environment Agency, July 2023.

9.0 Appendices Summary

Page 67

A red, arched sign with white text that reads "Welcome to NEWARK on TRENT". The sign is supported by two red pillars. In the background, there is a large stone castle wall and a church tower.

9.0 Appendices Summary

Appendix A: Community Engagement Findings Summary Pack

A summary of key targeted community engagement exercises undertaken and findings, as referenced throughout section 4 of this plan.

Appendix B: MHCLG Data Pack 2025

A copy of the MHCLG Data Pack 2025, as referenced throughout section 4 of this plan, as available [here](#).

Appendix A: Community Engagement Findings Summary

Pack

Page 69

Engagement Background

Following the review of all relevant data and knowledge gathered, and as presented throughout the Regeneration Plan, various evidence driven challenges and investment opportunities can be identified. This includes needs relating to town centre, deprivation, crime and anti-social behavior, health and wellbeing, connectivity and accessibility, and skills and employment.

Whilst it is imperative that local Plan for Neighbourhoods (PfN) plans are built on the data findings and evidence gathered, it is essential that community views are sought, to establish local priorities for the area. This includes undertaking meaningful engagement through a representative and iterative process to help ensure plans are built on both data, and the voice of the local community.

The community in Newark has been engaged on various occasions over the past few years, and again more recently to discuss their priorities for the area. This includes a series of methods to engagement such as events, workshops, surveys, meetings and informal drop-in opportunities.

Over the past 4 years Newark has undergone more than 20 engagement sessions with over 9,000 people responding to surveys. This is equivalent to c. 30% of the Newark PfN area population.

The table provided summarises the main community engagement exercises undertaken to date regarding Newark investment priorities, and excludes informal discussions and engagement held with stakeholders and communities on an ad-hoc basis.

Type of Engagement	Community Group/Cohorts Represented	Date
Town Investment Plan (online survey)	<ul style="list-style-type: none">ResidentsBusinessesVisitors	2020
Newark Residents Survey (online survey, in person survey, focus groups)	<ul style="list-style-type: none">Residents	2022
Newark Masterplan Consultation (online survey, in person workshop, market stall stand, focus groups, online workshop)	<ul style="list-style-type: none">Residents and BusinessesNewark college and ESOL studentsTown/District CouncillorsOuter Newark residentsYoung peopleGRT communityInfrastructure providers	2023 /2024
Business Baseline Survey (survey, workshop, focus groups)	<ul style="list-style-type: none">BusinessesTown Centre PartnershipMarket traders	2023/ 2024
Beaumont House Engagement (in-person workshop)	<ul style="list-style-type: none">Day therapy patients	2024
Newark College Students (survey)	<ul style="list-style-type: none">College Students (16–19 year olds)	2024/ 2025
Community/Town Steering Group (in person workshops)	<ul style="list-style-type: none">Local community groups and charitiesPublic and private sector organisations	2020/ 2025
Professional Community Leads (online workshops)	<ul style="list-style-type: none">Officers and professional leads for Resettlement, GRT and other underrepresented community groups, youth, elderly and vulnerable, homelessness, health and wellbeing, skills and employment.	2025
Zencity Survey (digital survey)	<ul style="list-style-type: none">Residents	2025

Name of Engagement	Topics covered	Engagement Groups	Form of Engagement	No. of Responses/ attendees	Date of Engagement	Key Findings or Priorities Raised
Town Investment Plan - Newark Place Strategy	<ul style="list-style-type: none">Existing town centre usageLikes/Dislikes within the townImprovements needed within the town	<ul style="list-style-type: none">General publicNewark town and parish councilNewark council members16-2475+Unemployed residentsDigital business	Online survey	1,805	May - June 2020	<ul style="list-style-type: none">Improve traffic and congestionMake the town saferBring heritage buildings into useImprove the links with the riverIntroduce free parking
2022 Resident Survey Page 71	<ul style="list-style-type: none">Improvements needed within the townFeelings of community cohesion and safetyViews on council values and communication	<ul style="list-style-type: none">General public and further focus groups includingYoung people (16-24)StudentsLocal businessesGRT communityVoluntary sector	Online survey In-person survey Focus groups	5,357	May - June 2022	<ul style="list-style-type: none">Maintain roads and pavementsTackle ASB and crimeProvide more health servicesChallenge discriminationRegenerate town centres/high streetsKeep the streets and public areas tidyImprove resident safety and security
Zencity Survey	<ul style="list-style-type: none">Local area satisfactionTrust in local areaViews on whether the local area is 'left behind'Satisfaction with local amenitiesPriority improvements for the local areaFeelings of resident empowermentAwareness of the PfN scheme	<ul style="list-style-type: none">Residents	Digitally recruited survey (e.g., over social media, mobile apps, and survey panels).	180	April - May 2025	<ul style="list-style-type: none">Safety and security issuesLack of shopsArea appears 'run down'Lack of activities, cultural events and things to doLack of green/natural space.Lack of transport linksLack of job opportunitiesStreet cleanliness issuesLack of training and skills programmesLack of digital connectivity

Name of Engagement	Topics covered	Engagement Groups	Form of Engagement	No. of Responses/ attendees	Date of Engagement	Key Findings or Priorities Raised
Newark Masterplan Consultation	<ul style="list-style-type: none"> Local priorities to help prepare a Masterplan and Design Code for Newark Town Centre 	<ul style="list-style-type: none"> General public Businesses Newark college Town/District councillors English for Speakers of other languages (ESOL) students Outer Newark (out of town centre) residents Young People GRT community Local business owners Infrastructure providers 	Website survey In-person workshop Market stall stand Focus groups Online workshops	1,734	September-October 2023 and March 2024	<ul style="list-style-type: none"> Improve the riverfront offer Increase leisure activities Tackle vacant shops Improve car parking Provide better marketing for the town Increase local apprenticeships Revitalise the town centre Improve public transport Further greening of public spaces Improve safety and security
Business Baseline Survey	<ul style="list-style-type: none"> How business can be improved in Newark 	<ul style="list-style-type: none"> Businesses Cultural Heart of Newark Board and Town Centre Partnership Wider sector businesses (to retail & hospitality) Market traders Office owners 	Survey Workshop Focus Group	176	December 2023	<ul style="list-style-type: none"> Improve safety and reduce ASB Better mapping and signage for area Create cleaner streets Improve the shopfronts Reduce car parking costs More to attract families/young people Create a night-time economy
Beaumont House	<ul style="list-style-type: none"> Patient's views on priorities for investment in Newark 	<ul style="list-style-type: none"> Day therapy patients 	In-person workshop	10+	May 2024	<ul style="list-style-type: none"> More and improved car parking More to attract people to visit Bring back shops and improve marketplace Improve public transport Improve roads Improve safety of the town

Name of Engagement	Topics covered	Engagement Groups	Form of Engagement	No. of Responses/ attendees	Date of Engagement	Key Findings or Priorities Raised
Newark College Students	<ul style="list-style-type: none">What the respondents liked and disliked around NewarkHow they feel the town can be improvedHow can we make the town a better place to live, work and visit.What their “priorities” are	<ul style="list-style-type: none">College Students (16–19 year olds)	Survey	25	May - June 2025	<ul style="list-style-type: none">Encourage better safety, security, and reduced ASBProvide more entertainment and things to do with family and friendsCreate more job opportunitiesCreate more music and comedy showsProvide more sports eventsTarget some transport barriers
Newark Town Steering Group	<ul style="list-style-type: none">Priority areas for investment.Known funding gaps relating to prioritiesOverall town visionOngoing community engagement opportunitiesAlignment to existing strategies and programmes	<ul style="list-style-type: none">Local community groups and charities,Public and private sector organisations	Face to face workshop	+40 organisations	May 2025	<ul style="list-style-type: none">Long- term sustainable interventions are keyFurther opportunity to target youth voicePriorities continue to surround, town centre, safety and security, events, cohesion, skills and transport and connectivity
Professional Community Leads	<ul style="list-style-type: none">Priority areas for investment.Known funding gaps relating to prioritiesOverall town visionOngoing community engagement opportunitiesAlignment to existing strategies and programmes	<p>Local Authority Officers and professional including leads for the following delivery areas:</p> <ul style="list-style-type: none">ResettlementGRT and other underrepresented community groupsYouthElderly and vulnerableHomelessnessHealth and wellbeingSkills and employment:	In-person/online workshop	7	June 2025	<ul style="list-style-type: none">ASB is an emerging theme particularly for youthFurther investment in sports facilities required with, current needs identified for the areaLong-term sustainable interventions are keyFurther opportunity to target most vulnerable of residents through support with key charities and community partnersPriorities continue to surround, town centre, safety and security, events, cohesion, skills and transport and connectivityMore events needed for elderly to help combat social isolationAlignment to adult skills fund and other investments such as UKSPF is key

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Appendix 2 - Indicative PfN Investment Profile (2026 to 2030)

Proposed Commitment	PfN Theme	25-26	26-27	27-28	28-29	29-30
Accountable Body Programme Management Funding to support NSDC resourcing costs associated with Regeneration Plan development and delivery as well as funding assurance, compliance, board governance, scheme monitoring and reporting. Funding retained and managed by the Accountable Body (NSDC).	Operational	£100,000 (capacity to be rolled forward to 26-27 and 27-28) *			£50,000 (revenue)	£50,000 (revenue)
Regeneration Plan and Delivery Working Budget Funding to provide a dedicated working budget to support Regeneration Plan development and operational costs associated with the delivery of projects. This includes a budget to fund activities such as business case development, community engagement, legal advice, independent application appraisal, communications and branding, as well as additional resourcing as may be required (currently hosted by Lincoln College) and feasibility for future programme investment. Funding to be retained and managed by the Accountable Body, in consultation with the Board Chairs.		£50,000 (capacity)	£50,000 (capacity)		£50,000 (revenue)	£50,000 (revenue)
Neighbourhood Events Programme Funding to deliver a local events programme. The events programme lead, and specification/business case remain subject to a future agreed approach to commissioning and procurement, by both the Accountable Body and the Board.	Regeneration Heritage and High Streets Cohesion	£50,000 (capacity)* *	£150,000 (revenue)	£200,000 (revenue)	£200,000 (revenue)	£200,000 (revenue)
Upper Floor Town Centre Residential Grant Scheme Funding to resource and deliver an Upper Floor Town Centre Residential scheme, managed by the Accountable Body on behalf of the Board. Scheme	Regeneration Heritage and High Streets		£150,000 (capital)	£650,000 (capital)		

Appendix 2 - Indicative PfN Investment Profile (2026 to 2030)

criteria and process to be agreed by the Board in the future, subject to ongoing project development.						
Neighbourhood Community Grant Scheme Funding to deliver an annual grant scheme for community led projects such as investment in community infrastructure and improvements to community spaces (e.g. grants of £20k to £100k). Grant scheme to be managed by the Accountable Body on behalf of the Board. Scheme criteria and grant selection process to be agreed by the Board at a future meeting.	Cohesion		£292,000 (£82,000 revenue and £210,000 capital)	£306,000 (£56,000 revenue and £250,000 capital)	£332,000 (£132,000 revenue and £200,000 capital)	£332,000 (£132,000 revenue and £200,000 capital)
Regeneration Plan Capital Projects Call (Large Grants) Funding to deliver a call for capital projects (awards of up to £3.7m) that align to the vision and strategy set out within the Regeneration Plan. This includes the availability of feasibility/project development (F/PD) funding for successful projects in 26-27 with capital investment from 27-28. Competitive appraisal to be independent, with the criteria and grant selection process to be agreed by the Board at a future meeting.	Regeneration Heritage and High Streets Safety and Security Transport Cohesion Work, Education and Skills		£100,000 (capacity F/PD)	£836,000 (capital)	£1,405,000 (capital)	£1,405,000 (capital)
TOTAL		£200,000	£742,000	£1,992,000	£2,037,000	£2,037,000

* £50k of £100k proposed capacity funding towards programme management, previously agreed by Board February 2025, subject to release of funding by Government.

** £50k town centre events contribution previously agreed by Board February 2025, subject to release of funding by Government.

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Newark Town Board Local Assurance Framework (LAF) Updates Summary 2025

A full copy of the updated LAF document is available in Appendix 4. Alternatively, a summary of proposed LAF changes is provided below:

General LAF updates

- Amendments to formatting, grammar, language and spelling.
- Removed all references to Newark Town Board and replaced with 'Newark Town and Neighbourhood Board' to reflect the Board's proposed name change.
- Replaced all references to 'Newark Steering Board' and instead referred to as 'Newark Town and Neighbourhood Steering Group', to provide clarity regarding decision making roles and to reflect the Board name change (as above).
- Included references to Plan for Neighbourhoods (PfN) when noting Government funding and the prospectus.
- Updated references to the Newark Towns Deal to reflect the newly renamed 'Local Regeneration Fund'.
- Removed any reference to short-term Covid-19 implications.
- Updates as above also reflected within the Appendices, including Terms of Reference, Register of Interest and Code of Conduct.

Section 1.0 Background

- 1.3 - included reference to the PfN scheme and the Board name change to Newark Town and Neighbourhood Board.
- 1.6 - Local Regeneration Fund (former Towns Deal) live and completed projects list updated.
- 1.7 - introduction to PfN added.
- 1.9 - defined Newark and Sherwood District Council as the Accountable Body.

Section 2.0 Board Representatives and Membership

- 2.1 - additional note added regarding the determination of Board membership needs.
- 2.2 - expanded definition of Advisor role to include advice, recommendations, guidance and expertise.
- 2.2 - additional note added to require substitute members to be agreed by the Accountable Body.
- 2.3 to 2.8 - updated process regarding membership arrangements, with the latest membership list provided in appendix 8. This includes moving from an annual review of membership to new 3-year membership terms (first cycle 2025 to 2028), with members offered the opportunity to-apply for the following three-year term, in 2028. Details are also provided regarding the triggers for membership to potentially cease,

as well as the process for recruiting additional members to the Board and selecting the Chair(s) and Vice Chair.

- 2.9 - updated requirement for a single Diversity and Inclusion representative and instead replaced with a requirement for consideration relating to wider Board characteristics and operations to be adopted by all.

Section 3.0 Governance Structure

- 3.1 - amended Board meeting requirements from a quarterly basis to a *minimum* of a quarterly basis up to monthly, to provide flexibility.
- 3.1 - provided clarity regarding Board meeting context and purpose to include responsibility for decision making and discussions regarding former Newark Towns Deal projects and the PfN programme.
- 3.1 - updated arrangement to enable Board meetings to progress with low attendance, but with a requirement for a minimum of 4 members present to allow decisions to be taken.
- 3.1 - amended the name of 'Newark Town Board Steering Group' to 'Newark Town and Neighbourhood Stakeholder Group' as well as definition of meeting purpose and arrangements to re-enforce role as influencer, rather than decision maker. Updated meeting frequency to 'on a flexible basis, subject to strategic relevance and engagement needs', to allow flexibility. Also noted for meeting action points to be circulated within 10 working days.

Section 4.0 Scheme of Delegation

- 4.1 - updated wording to ensure clear that the Newark Town and Neighbourhood Board are the strategic decision makers, with decisions subject to majority vote. Provided a list of key decision-making responsibilities associated with the PfN programme and TIP projects.
- 4.3 - updated wording to reinforce that any financial decisions must be authorised by NSDC's Section 151 Officer, prior to the implementation of plans, in accordance with fund prospectuses.
- 4.7 - updated process relating to urgent decisions, including the requirement for decisions to be documented in writing, and updated to Board members at the next available Board meeting.
- 4.8 - added in processes relating to the wider Local Regeneration Fund (beyond the TIP projects overseen by the Board), including processes for the Accountable Body to re-allocate funds in the event of project underspend/failure to deliver.

Section 7.0 The Accountable Body and S151 Officer

- 7.3 and 7.4 - updated the role of the Accountable Body and Section 151 Officer to reflect latest Government prospectuses.
- 7.9 - provided detail regarding the process relating to the Council as project lead and Accountable Body, to ensure impartiality between scheme promoters and assurers.

Section 8.0 Awards of funding

- 8.1 - included reference to the UK Government's Grants Functional Standard to reflect the Government fund prospectus, including the requirement for competitive grant awards as the default approach to awarding grants, with direct awards subject to an approved exemption.

Section 13.0 The Assurance Process

- 13.3 - definition of project value provided.
- 13.4 to 13.14 - an updated threshold-based approach to Business Cases proposed, including defining low, medium and high value projects. This includes the requirement for Full Green Book Business Cases for projects valued at over £1m or more (public grant awarded by the Board) considered 'high value' for the purpose of the LAF.
- 13.17 - general principle added to enable early-stage feasibility and project development to be potentially released prior to Business Case approval.
- 13.20 - exemption to Business Case requirements added, including use of operational and capacity funding.
- 13.21 to 13.22 - conditions added regarding Business Case requirements for grant schemes created by the Board.
- Appendix 4,5,6 and 7 added to provide details of requirements for Business Cases.

Section 14.0 Value for Money

- 14.1 - processes added to enable the use of internal (NSDC) resource to assure Business Cases, where no conflict of interest is determined present.

Section 16.0 Monitoring and Evaluation

- 16.2 and 16.3 - frequency of project level reporting and programme level updated to reflect latest government guidelines.

Newark Town and Neighbourhood Board Local Assurance Framework

November 2025

Table of Contents

1	Background.....	Page 3
2	Board Representatives and Membership	Page 4
3	Governance Structure.....	Page 6
4	Scheme of Delegation.....	Page 7
5	Code of Conduct.....	Page 8
6	Publications of Reports and Information.....	Page 9
7	The Accountable Body and Section 151 Officer.....	Page 9
8	Awards of Funding.....	Page 11
9	Contracts.....	Page 11
10	Government Branding.....	Page 12
11	Engagement with Stakeholders.....	Page 12
12	Inclusion and Sustainability.....	Page 12
13	Assurance Process.....	Page 13
14	Value for Money.....	Page 17
15	Risk.....	Page 17
16	Monitoring and Evaluation.....	Page 17

Appendix

1	Newark Town and Neighbourhood Board Terms of Reference Form
2	Newark Town and Neighbourhood Board Code of Conduct Form
3	Newark Town and Neighbourhood Board Register of Interest Form
4	High Value Projects Outline Business Case Requirements
5	High Value Projects Full Business Case Requirements
6	Medium Value Projects Business Case Requirements
7	Low Value Projects Business Case Requirements
8	2025 Newark Town and Neighbourhood Board Membership List

1.0 Background

- 1.1 The Newark Town Board was first established in 2020 to provide strong and visible leadership for the town, following the announcement of £25m funding awarded to Newark through the UK Government's former 'Towns Deal' (now integrated within the re-named Local Regeneration Fund).
- 1.2 The Board comprises private and public sector organisations and is the vehicle through which the vision and strategy for Newark Town is defined. The Board is responsible for challenging partners to increase their ambition of what can be achieved collectively and acting as advocates for the town.
- 1.3 The Board is now more recently responsible for overseeing up to £19.5m awarded by the UK Government to Newark through the Plan for Neighbourhoods (PfN) initiative, announced in March 2025. To reflect the name and objectives of this additional investment programme, the Newark Town Board was renamed the 'Newark Town and Neighbourhood Board' in 2025.
- 1.4 The Newark Town and Neighbourhood Board may be referred to as the 'Board' throughout this document.

Newark Town Investment Plan

- 1.5 In June 2020, the Board adopted its first 30 year Town Investment Plan (TIP), which contains the vision for Newark and sought to maximise the opportunities for local growth. The TIP sets out a clear understanding of the area, focusing on its assets, opportunities and challenges, as well as providing a steer on the spend of the £25 million (former Towns Deal) schemes, based on four pillars of intervention:
 - Skills, Education, and Business
 - Connectivity (digital, physical, people, and services)
 - Town Centre Regeneration and Culture
 - Town Centre Residential

The Board oversees the delivery of the following projects within the TIP:

- The Construction College;
- 20 minutes Cycle Town;
- YMCA Activity Village;
- Air and Space Institute;
- 32 Stodman Street
- Newark Cultural Heart
- Newark Castle Gatehouse

- 1.6 On 2nd September 2025, the UK Government announced a shift from the Towns Deal as known to date, to become part of the newly renamed 'Local Regeneration Fund'. This fund is described as a consolidation of existing local growth capital funds (Levelling Up Fund, Town Deals, and the Pathfinder Pilot) and changes are intended to empower local authorities, accelerate project delivery and improve value for money. Newark and Sherwood District Council is responsible for governing and making key investment decisions relating to the local delivery of the Local Regeneration Fund, however the Board remains responsible for overseeing the former Towns Deal projects (as listed above), within the wider Local Regeneration Fund programme.

Plan for Neighbourhoods (PfN)

- 1.7 The PfN initiative will provide up to £19.5m of endowment style funding to Newark over a 10-year period, commencing in April 2026. The Board is required to develop a local 'Regeneration Plan' to draw down this funding and submit plans to Government by November 2025. The Regeneration Plan will detail a high-level set of investment interventions and objectives for the area to be achieved through the funding, in addition to a more detailed Investment Plan for the first four years of the scheme (2026 to 2030). In accordance with the Government's scheme prospectus, the Board will act as the 'Neighbourhood Board' for the purpose of delivery of the PfN programme.

Local Assurance Framework Background

- 1.8 This Local Assurance Framework (LAF) sets out how the Board will effectively undertake its role in relation to appropriate governance and allocation of public funds it is responsible for. It identifies the roles to be taken by the Board, the Accountable Body and by the promoters of projects. This includes the process of ensuring value for money, prioritisation of projects, appraisal, business case development and risk management.
- 1.9 Newark and Sherwood District Council (the Council) is the Accountable Body for the purpose of both UK Government funding streams (Local Regeneration Fund and PfN) and therefore has responsibility for ensuring the Board's LAF is in place, meets the standards and criteria set out by Government and that all funding decisions are made in accordance with it. As set out further in section 7.0, the Section 151 Officer of Newark and Sherwood District Council will provide assurance of proper use of Government Funds and Governance Procedures within the Board's activities. Newark and Sherwood District Council may be referred to as the 'Accountable Body' throughout this LAF document.
- 1.10 The Board is fully committed to ensuring the highest standards of governance, accountability and transparency across all aspects of its activities and will review the processes annually and make any changes in line with this LAF document, to ensure consistency and full compliance.
- 1.11 The Accountable Body and Board will notify the Ministry of Housing, Communities and Local Government (MHCLG) of any significant changes made to the LAF, as required.
- 1.12 The Board has clear systems, rules, practices and processes in place to ensure that decisions are made on a transparent basis, by the appropriate persons or groups and based on appropriate skills and capability.
- 1.13 The Government expect that Boards align with governance and policies of the Lead Council (Newark and Sherwood District Council). This includes whistle blowing, conflicts of interest and complaints.

2.0 Board Representatives and Membership

- 2.1 The Board comprises of various private and public businesses and bodies including, but not limited to local government, education providers, charities, faith and community groups, local business representatives, public limited companies and other public sector organisations. Membership is driven by a combination of local context and the requirements set out within the Government's PfN prospectus.
- 2.2 The Board structure includes the following representatives:

- **Chair/Co-Chair and Vice Chair** - The posts will lead and facilitate the Board providing

strategic direction. Each role will be independent in its own right. At least one Chair must be Private Sector led. To enable the Board to proceed with decisions and recommendations, at least one of the two Chairs must be in attendance at meetings.

- **Board Members** - Representatives from the public and private sector (including local government, education providers, charities, faith and community groups, local business representatives, public limited companies and other public sector organisations). Any decision made by the Chair must be formally ratified by the rest of the board members. There shall be one vote per organisation.
- **Substitute Board Members** - Substitute members will be entitled to attend Board meetings and vote where appropriate, where the Board Member is not available, and where the Substitute is agreed by the Accountable Body. Substitute members are required to follow the governance process including the Register of Interest and Code of Conduct.
- **Advisors** - Advisors are invited by Board members and will participate in the meetings, provide advice, recommendations, guidance and expertise to the Board, but have no voting rights or ability to make decisions on behalf of the Board.
- **Section 151 Officer** - Newark and Sherwood District Council is the Accountable Body for the Town Board. The Council's S151 Officer will ensure compliance with all necessary financial regulations, in order to protect the accountable body (NSDC) and ensure proper administration of all financial affairs.

Process for New Membership/ Membership Termination

- 2.3 The Accountable Body and Board will keep a register of all Board and Substitute Members. The list of current Chair(s), Members and Advisors of the Newark Town and Neighbourhood Board is provided in Appendix 8.
- 2.4 Each Board Member is required to submit a signed version of the Register of Interest, Terms of Reference, and Code of Conduct before formal membership is given, as appended to this document. Completed forms may be uploaded on the Newark and Sherwood District Council website, as Accountable Body, as well as the list of Board representatives. Approved Substitute Members are required to declare any conflict of interest at the start of each Board Meeting.
- 2.5 Board membership will occur for a term of three years from the date of appointment (including the roles of nominated Chair(s) and Vice Chair). The first membership cycle will commence in 2025 for a three-year period until 2028 (unless any membership is terminated early accordance with 2.7, at which point the position will be advertised online, or through an identified replacement). The appointment will formally commence upon completion and return of all member declarations and governing documentation.
- 2.6 Upon completion of each of the three-year membership term (first term ending 2028), Board members will be given the option to re-apply for the following three-year term. At this point, new or replacement members will also be given the opportunity to be considered, following an expression of interest process. The current Chair(s) and the Accountable Body will review the expressions of interest and determine successful candidates to be selected for Board membership. Once the Board is implemented at the start of the new term, with membership documentation complete, the role of Chair and Vice Chair for the new term, will be agreed by the Board at the next available meeting.
- 2.7 A Board Member shall cease to be a Member if a:

- Member gives written notice to the Board of their resignation, to take effect on receipt by the Board of the notice of resignation.
 - Decision is taken by the Accountable Body that the member has failed to comply with the LAF such as adherence to the code of conduct, terms of reference and register of interest policy as well as, long-term non-attendance. This may also apply to any changes in Government guidance requiring changes to Board membership and operations.
 - Member ceases to have an office, base or relevant links to Newark or ceasing to be employed by such organisation as entitles them to be a member
- 2.8 In-between the three-year membership cycles, the Board will have the power at any time to co-opt further members if an appropriate candidate becomes available or expresses an interest in membership. In these circumstances, the expression of interest process will be reviewed by the Accountable Body to assess the candidates understanding and contribution to the Board's LAF and terms of reference, and a decision will then be taken by the Board regarding membership. Whilst able to do so, there is no requirement for the Board to consider expressions of interest for new members until the end of each three-year membership period. The Board and Accountable Body reserves the right to reject any further expressions of interest until commencement of the next three year- membership cycle, particularly where expressions of interest may exceed current membership requirements.
- 2.9 Part of the Board's responsibility is to ensure that Board membership considers diversity of age, gender, ethnicity, public and private sector, geography, and skills. The Board remains committed to diversity on its Board based on all protected characteristics and will encourage engagement and representation from across all communities from across the region

3.0 Governance Structure

3.1 The **Newark Town and Neighbourhood Board** will:

- Meet on a minimum of a quarterly basis. Additional meetings may be scheduled, including up to on a monthly basis (where determined appropriate by the Chairs and Accountable Body).
- Meet in person or virtually, as required, ensuring that the same governance rules apply to meetings that are held virtually.
- Facilitate meetings to include detailed discussions, reports and decisions relating to matters that are of operational and delivery importance to the PfN scheme and remaining TIP projects (as listed in 1.5), as well as shared wider aspirations for the future of Newark.
- Have the option to proceed with meetings with limited members in attendance, however, ensure that no decisions will be taken by the Board where less than 4 members are in attendance.
- Ensure that an agenda for meetings will be published on the NSDC website in advance of the meeting (allowing 5 clear working days)
- Ensure that final minutes once approved by the Board will be published on the NSDC website within 10 clear working days of the meeting.
- Ensure that all declarations of interest will be included in the published minutes.
- Ensure that additional governance information such as future board meeting dates are also made available on the Accountable Bodies website, once confirmed by the Chair(s).

3.2 Other key surrounding structures include:

The Accountable Body (Newark and Sherwood District Council)

- Newark and Sherwood District Council is the Accountable Body for the Board. The Council's Section 151 Officer will ensure compliance with all necessary financial regulations.
- Representatives of the Accountable Body will support the Board through and advisory role, including providing advice and making formal recommendations to the Board.

Newark Town and Neighbourhood Stakeholder Group

- Made up of c.40 community partner attendees.
- The Group will meet on a flexible basis, subject to strategic relevance and engagement needs (estimated bi-annually).
- Board meetings may be held in person or virtually, as required. The same governance rules apply to meetings that are held virtually.
- Meetings will include detailed discussions of matters that are of strategic importance to the Newark Town and Neighbourhood Board's operations and terms of reference, as well as shared wider aspirations for the future Newark.
- Key action points will be circulated to all attendees within 10 working days of the meeting.
- Membership will be managed by the Accountable Body, and Board Chair(s).

4.0 Scheme of Delegation

4.1 The scheme of delegation is for all strategic decisions to be made by the Newark Town and Neighbourhood Board. This includes:

- Developing and approving a local PfN Regeneration Plan and strategic oversight of the 2020 TIP.
- Making key strategic and investment decisions relating to the PfN programme and the agreed TIP projects (as listed in 1.5), as well as approving scope changes and project Business Cases proposed by Project Leads (noting additional approval required from the Accountable Body through the Section 151 Officer).
- Advising and approving Board communications and engagement.
- Any other decisions as may be required to facilitate the delivery of the PfN programme, and as set by the UK Government.

4.2 Board members will be required to individually vote on key decisions, with any decisions dependent on a majority vote from board members to be recorded as approved. Where members may have a conflict of interest associated with decisions due to be taken by the Board (as demonstrated in Appendix 3 Register of Interest), the relevant board member will not be able to participate in voting or decisions relating to such matters and must declare a conflict of interest to the Board in advance of the decision being taken. This is applicable to any organisation where a conflict of interest may be present through board membership, including the Accountable Body.

4.3 Any financial decision must also be authorised by the Accountable Body's Section 151 Officer, prior to implementation of plans by the Board. This may, where appropriate, include delegation to dedicated Officers employed within the Accountable Body, where agreed by the Section 151 Officer, and in accordance with its own internal governance processes. The Council's Section 151 Officer will ensure compliance with all necessary

financial regulations, in order to protect the Accountable Body and ensure proper administration of all financial affairs.

- 4.4 A decision which is made in contravention of the process will be invalid based on non-compliance unless the Board has given prior approval for variation in the decision-making process.
- 4.5 An item of business not included in the agenda for a meeting may be considered by the meeting for reasons of urgency, if the person presiding at the meeting considers it appropriate and necessary to do so. Only in the most exceptional circumstances might it be considered necessary and appropriate for a matter of strategic importance to be dealt with in this manner.
- 4.6 Any decision that needs to be made by the Board that does not fit within the timeframe of the scheduled meetings can be decided through the written procedure below. Only in the most exceptional circumstances might it be considered necessary and appropriate for a matter of strategic importance usually reserved to the Board to be decided through this procedure.
- 4.7 Written Procedure:
- A documented decision including reasons for urgency, will be circulated to the Chair/Co-Chairs to consider whether, due to the urgent nature of the decision to be made, it is necessary and appropriate for the decision to be made before the next meeting.
 - Where practicable, the Chair/Co-Chairs will consult with other board members prior to taking the required decision.
 - The Co-Chairs will take the required decision, if at all possible within 5 working days of the written recommendation being presented.
 - For transparency the report, reasons for urgency, and decision will be presented to the next appropriate meeting.
- 4.8 Whilst the Board is responsible for making decisions relating to the remaining TIP projects within the Local Regeneration Fund programme (as listed in 1.5), it is the responsibility of the Accountable Body, to make investment decisions relating to all other projects and commitments within the wider Local Regeneration Fund programme, therefore considered outside the remit and functions of the Board. If the Accountable Body determines that project underspends are present or forecasted in relation to any of the agreed TIP projects listed in 1.5 (such as due to delivery failure, overall project cost savings or reduced scope) decisions relating to alternative funding uses will be managed and agreed by Newark and Sherwood District Council as the Accountable Body.

5.0 Code of Conduct

- 5.1 The UK Government expect that Boards align with governance and policies of the Lead Council as the Accountable Body. This includes whistle blowing, conflicts of interest, complaints, acceptance of the Nolan Principles, declaration of interests, gifts or hospitality and agreement of the latest Communications and Engagement Statement. Copies of Newark and Sherwood District Council's applicable policies, within its own Code of Conduct can be obtained via the website www.newark-sherwooddc.gov.uk/
- 5.2 Where members of the Board are not employed by the Accountable Body, elements relating to pay or leave would not apply as membership of the Board is not a paid role.
- 5.3 Failure to adhere to the Board Code of Conduct could result in removal from the Board.

- 5.4 A copy of the Code of Conduct that board members are required to sign is included in Appendix 2. All signed Codes of Conduct from board members may be included on the Newark and Sherwood District Council website, where a requirement set by Government.

6.0 Publications of Reports and Information

- 6.1 Board papers are published on the Newark and Sherwood District Council website. These are published in line with the Best Guidance Practice Guidance in accordance with the Local Government Act 1972. Meeting agendas and papers are published 5 clear working days before the meeting takes place and draft minutes of the meeting are published within 10 clear working days of the meeting taking place. Any declaration of interest made at the meeting will be included in the minutes.
- 6.2 The Board follow Newark and Sherwood District Council's document classification policy in terms of how documents are classified as public, controlled, or restricted.
- 6.3 Information which is not to be placed in the public domain is treated under The Local Authorities-Executive Arrangements Meetings and Access to Information Regulations 2012 using one of following 7 exemptions:
1. Information relating to any individual.
 2. Information which is likely to reveal the identity of an individual.
 3. Information relating to the financial or business affairs of any person (including the Authority holding that information).
 4. Information relating to any consultations or negotiations, or contemplated consultation or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
 5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
 6. Information which reveals that the authority proposes:
 - a. To give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - b. To make an order or direction under any enactment.
 7. Information relating to any action taken or to be taken in connection with the prevention, investigation, or prosecution of crime.
- 6.4 Newark and Sherwood District Council have in place appropriate data protection arrangements in line with the General Data Protection Regulations (GDPR) and the Data Protection Act 2018. The Council is the Data Controller for the Board in its capacity as Accountable Body.

7.0 The Accountable Body and Section 151 Officer

- 7.1 Newark and Sherwood District Council was appointed as the Board's single Accountable Body in January 2020 as a requirement of the former Towns Deal scheme, and again, in 2025, in relation to the PfN initiative.
- 7.2 The Accountable Body expects employees and its members to adhere to the seven Nolan Principles of public life. Therefore, members of the Board are expected to adhere to those same principles of:
- Selflessness
 - Integrity
 - Objectivity

- Accountability
- Openness
- Honesty

7.3 The Accountable Body, through its Section 151 Officer, has responsibility for ensuring that public funds are distributed fairly and effectively, and that funds have been managed in line with the [Nolan Principles](#) and [Managing Public Money](#) principles. They will also be responsible for compliance with legal responsibilities in relation to subsidy control, state aid and procurement. Accountable bodies will be responsible for ensuring that all funding is managed in accordance with relevant public contract regulations.

7.4 Other responsibilities of the Accountable Body include:

- Ensuring that all Board decisions and operations adhere to this LAF, or any other framework which may instead apply, as determined by MHCLG.
- Ensuring that funds are used in accordance with the conditions placed on each grant or loan, including responsibility for issuing grant funding agreements on behalf of the Board, adhering to all funding requirements set by Central Government.
- Maintaining the official record of Board proceedings and holding copies of all relevant Board documents relating to any funding streams the Accountable Body is responsible for.
- Instructing an independent annual audit as determined necessary.
- Ensuring a clear separation between scheme promoters within the Accountable Body, and those advising on assurance related decision-making to ensure the Board is acting on impartial advice on the merits of potentially competing Business Cases.
- Ensuring all uses of funding comply with the [UK Subsidy Control Regime](#) and Public Contract Procedure Rules. It will also satisfy itself of any Subsidy Control requirements in discharging its Accountable Body functions.
- Authorisation of all financial decisions taken by the Board, prior to implementation of plans (by the Section 151 Officer).

7.5 The use of resources is subject to the usual local authority checks and balances – including the financial duties and rules which require councils to act prudently in spending; these are overseen and monitored by the Section 151 Officer.

7.6 While it may put in place procedures and promote proper practice, and monitor and report on the effectiveness of these, the Accountable Body is not responsible for any deficiencies in the administration of public monies among funding recipients and partner bodies. In the event of any shortcomings coming to light it will seek to safeguard, and recover where appropriate, the relevant monies through either the mechanisms or its own channels as it considers most suitable in the circumstances.

7.7 The Accountable Body would only normally refuse a decision of the Board if it were:

- Not procedurally valid, or
- Illegal, or
- Would lead to the available budget being exceeded.

7.8 If a situation did occur whereby the Accountable Body had significant concerns about a decision the Board had taken, or proposed to take, then an urgent meeting within 5 working days would be convened by the Section 151 Officer of the Accountable Body with key stakeholders from both the Board and the Accountable Body. The Council's Section 151 Officer will ensure compliance with all necessary financial regulations, in order to protect the Accountable Body (NSDC) and ensure proper administration of all financial affairs.

- 7.9 Where Newark and Sherwood District Council is the project lead in addition to its role as Accountable Body, an independent assessor will review the Business Case and provide a value for money appraisal on behalf of the Board. The independent assessment may be undertaken by the appropriate department within the Accountable Body, where the role of Assessor is determined to be independent from the Project Promoters. This should allow for impartiality between different project leads and assurers, within the Accountable Body.
- 7.10 The Board and Accountable Body will ensure they address the five principles of the CIPFA guidance:
- Embed a corporate position for the Section 151 officer in assurance
 - Create a formal/structured mandate for the Section 151 officer
 - Embed good governance onto decision making
 - Ensure effective review of governance
 - Ensure appropriate skills and resourcing
- 7.11 All Board documents which have a financial implication will be provided to the Section 151 Officer/delegate for approval and comment prior to implementation (as noted in section 4.3). The Section 151 Officer or delegate will also attend the Board meetings.

8.0 Awards of Funding

- 8.1 In accordance the [Governments Grants Functional Standard](#), all grant awards funded by public funds should be awarded following a competitive process, as the default approach to issuing grants. Where a direct award may be proposed by the Board, justification of a competitive exemption must be provided in writing, within the conditions of the Standard and approved by the Accountable Body Section 151 Officer.
- 8.2 Awards of funding by the Board will be accompanied by a written grant offer agreement between the Accountable Body on behalf of the Board and the Project Lead/Funding Recipient. This will set out the split of responsibilities and specify provisions for the protection of public funds, such as arrangements to suspend or claw back funding in the event of non-delivery or mismanagement.
- 8.3 Any grant agreements will be signed by the Section 151 Officer (or equivalent) of the promoting organisation and by the Section 151 Officer of the Accountable Body on behalf of the Board, who has the final sign off on funding decisions. Where agreed by the Section 151 Officer, and in accordance with the Accountable Body's Contract Procedure Rules, funding agreements may be delegated to be signed by an alternative Officer within the Accountable Body organisation.

9.0 Contracts

- 9.1 The Board terms a 'contract' as a grant agreement for its Projects.
- 9.2 Within the contract, an agreed set of conditions relating to funding requirements will be established and communicated to Project Managers and Sponsors, prior to commencement of activity. As a minimum, these agreements/conditions will include:
- Details of the project and outputs/outcomes to be delivered in a specified timescale
 - Arrangements for payment (up front or in arrears, quarterly or other)
 - Arrangements to suspend or claw back funding in the event of non-delivery or mismanagement
 - Monitoring requirements, including the metrics and frequency of reporting
 - Publicity obligations and arrangements

- 9.3 As part of the grant agreement, the organisation responsible for the project will be required to provide regular monitoring and reporting returns to ensure compliance to achieve the desired outputs/outcomes as stated in the contract.
- 9.4 Where Newark and Sherwood District Council are both the Project Lead and Accountable Body, conditions will be agreed in writing, in accordance with the approved Business Case.

10.0 Government Branding

- 10.1 The Board will meet any branding requirements set by MHCLG including the HM Government Identity Guidelines. Any additional branding changes or requests by HM Government will automatically be adopted by the Board and will apply to all communication produced afterwards.
- 10.2 Each project will be provided with a Board branding guidance document which includes details for press and publicity and marketing and branding materials. This guidance adheres to the standards issued by the MHCLG, as well as any additional branding requirement as may be agreed by the Board.
- 10.3 Each project is contractually obliged to conform to the branding guidance. This is followed up as part of the monitoring returns from each project, with projects required to provide details of forthcoming milestones linked to publicity opportunities to enable the Board to co-ordinate an appropriate marketing approach including engagement with MHCLG.

11.0 Engagement with Stakeholders

- 11.1 The Board is committed to effective engagement and collaboration with all its partners and stakeholders to effectively undertake its role as an advocate for its area and communicate key information relating to the Board Projects.
- 11.2 Examples of the Board's engagement activities include:
- Consultation of partners and stakeholders in the region for projects including various forms of community engagement activities to target views of residents, communities and businesses.
 - Regular engagement with the local media on the Board's work.
 - Regular social media updates, website and video coverage of TIP/Regeneration Plan activity.
- 11.3 The Chair and Co-Chair of the Board will regularly engage with local leaders, local Councillors, residents, and key business leaders. Within the Board this engagement is being used to inform key decisions and future strategy development. The TIP and future Regeneration Plan together with local economic development plans and capital programmes of Newark and Sherwood District Council provide the context, rationale and up to date evidence base for project and programme development.
- 11.4 The Board will remain in regular communication with MHCLG and other towns who have received similar investments to ensure a collaborative approach to sharing ideas and support on any challenges.

12.0 Inclusion and Sustainability

- 12.1 The Board looks to enable inclusivity and sustainability within all its decision-making

processes and strategic development. The Board is committed to securing social value within the project designs. The Board will consider how projects will improve the economic, social, and environmental well-being of the Boards operating area, how equality issues are considered, and how such improvements can be secured in the Board projects.

- 12.3 All of the Board strategies set out the inclusive ambitions and all decisions for capital funding must take into consideration the relevant charter which requires all projects to align their construction and development projects to a set of principles which create sustainable Economic, Environmental and Social impact.

13.0 Assurance Process

- 13.1 The Business Case is a document setting out the case for investment used to justify the use of public spending and will set out the Case for Change, demonstrating that the investment is good value for money, affordable and deliverable.
- 13.2 As a general rule (unless where an exemption is approved by the Section 151 Officer), the Board and Section 151 Officer will approve an agreed form of Business Case for each project identified for investment. It is the responsibility of each Project Lead to develop and submit the Business Cases for assessment. Due to the various values of projects that may be supported by the Board, the level of detail contained within a Business Case will be determined by the project value, with a threshold-based approach to local assurance.
- 13.3 When determining the value of projects and the required assurance process, the value will be based on the total value of public grant awarded by the Board, regardless of whether the funding is considered capital or revenue, or the specific public funded source (Local Regeneration Fund or PfN).

Business Case Requirements for High - Value Projects

- 13.4 A high-value project is to be considered a project with a total public funded grant contribution, awarded by the Board, of £1,000,000 or more.
- 13.5 The Business Case process will be delivered in three stages, with each stage providing more detailed analysis to justify the investment until a project is procured and delivered. The stages are the 'Strategic Outline Business Case' (OBC), which in this case is the Town Investment Plan or Regeneration Plan and therefore complete, the 'Outline business Case' (OBC), 'and 'Full Business Case' (FBC). Further information is included in Appendix 4 and 5, detailing the requirements of OBC's and FBC's.
- 13.6 For high-value projects, the Business Case should be developed in accordance with the following government guidance documents; HM Treasury Green Book, HM Treasury Guide to developing a Business Case, Ministry of Housing, Communities and Local Government (MHCLG) Appraisal Guidance, DfT Transport Appraisal Guidance, DfT Appraisal and Modelling Strategy.
- 13.7 The assurance process to be followed by the Board, for high-value projects, is as follows:

Step 1: An OBC must be developed in accordance with the minimum requirements set out within Appendix 4.

Step 2: The Board and the Accountable Body will carry out an assessment of the OBC and report back to the Project Lead with confirmation as to whether the OBC is approved by the Board and can progress to FBC, or whether there are any further

requirements to be met. In circumstances where a project has already significantly progressed, the Project Lead may make a request to the Board, that the project is fast tracked straight to FBC.

Step 3: Green Book compliant FBC's should be developed for each High Value project. If a project consists of a package of smaller interventions these can be grouped into one Business Case, as long as the strategic case is put forward demonstrating how the separate interventions link together to deliver a coherent vision. The value for money assessment must cover the project as a whole but each intervention must be costed in the financial case. Further details regarding the requirements of FBC's are available in Appendix 5.

Step 4: Upon submission of the FBC, an Assurer will be appointed by the Accountable Body (on behalf of the Board), to evaluate the documents in line with the required structures and methodologies set out, as noted in 14.1. The appointed Assurer is expected to meet the deadlines outlined and led by Newark & Sherwood District Council and show commitment and integrity in delivering to a fast pace, changeable agenda. Any changes to deadlines and timescales must be agreed with, and approved in writing by the Authorities representative.

Step 5: The appointed Assurer shall send their feedback to the Accountable Body and Board for review and, where recommended, seek FBC sign off. Project Leads must be available, if invited, to attend the Board and present their FBC. The Board will approve, reject or request additional information. FBC's must be signed off by the Board and Accountable Bodies Section 151 Officer to be considered a complete and final document.

Step 6: A grant funding agreement must be signed in order for funds to be released to Project Leads. The Accountable Body and the Board will monitor the project as set out in the Monitoring and Evaluation Section. The recovery of funds may be required when a project is not fully delivered in line with the FBC.

Business Case Requirements for Medium - Value Projects

- 13.8 A medium - value project is considered a project with a total public funded grant contribution, awarded by the Board, of between £250,000 and £999,999.
- 13.9 For medium value projects, a one-stage Business Case will be submitted to the Board and the Accountable Body. A template of the Business Case will be provided by the Accountable Body.
- 13.10 Business Cases for medium value projects will not need to be considered Green Book Complaint FBC's, instead offering a slightly simplified approach. However, these Business Cases will be inspired by Green Book principles and should be proportionate to the funding ask, to ensure the project demonstrates robust planning and appropriately addresses the following 5 principles:
- The Strategic Case
 - The Economic Case
 - The Commercial Case
 - The Financial Case
 - The Management Case
- 13.11 The Business Case template to be provided will help to ensure that the Board is assured the project demonstrates good benefits, is sustainable, deliverable and represents good

value for money. Further details of the requirements of the Business Case for medium valued projects is provided in Appendix 6.

- 13.12 The assurance process to be followed by the Board, for medium-value projects, is as follows:

Step 1: The Business Case template provided, and supporting documentation must be developed by the Project Promoter, in accordance with the minimum requirements set out within Appendix 6.

Step 2: Upon submission of the Business Cases, an independent Assurer will be appointed by the Accountable Body (on behalf of the Board), to evaluate the documents in line with the required structures and methodologies set out, as noted in 14.1. The appointed Assurer is expected to meet the deadlines outlined and led by Newark & Sherwood District Council and show commitment and integrity in delivering to a fast pace, changeable agenda. Any changes to deadlines and timescales must be agreed with and approved in writing by the Authorities representative.

Step 3: Following completion of the assurance process, the appointed Assurer shall send their feedback to the Board for review, and where recommended, seek FBC approval. Project Leads must be available, if invited, to attend the Board and present their Business Case. The Board will approve, reject or request additional information. Business Cases must be signed off by the Board and Accountable Bodies Section 151 Officer to be considered a complete and final document. This may include delegation of authority to an alternative Officer to approve Business Cases, on behalf of the Accountable Body, where approved by the Section 151 Officer.

Step 4: A grant funding agreement must be signed in order for funds to be released to Project Leads. The Accountable Body and the Board will monitor the project as set out in the Monitoring and Evaluation Section. Recovery of funds may be required when a project is not fully delivered in line with the Business Case.

Business Case Requirements for Lower - Value Projects

- 13.13 A lower-value project is a project with a total public funded grant contribution awarded by the Board, of up to £249,999. Where requested and justified by the Accountable Body, such as due to complexities or value for money uncertainties, some projects may instead be required to follow the medium value assurance route, despite being valued at £249,999 or less.

- 13.14 Lower-value projects will usually follow the most simplified assurance process route, as follows:

Step 1: A simplified Business Case document must be developed by the Project Promoter in accordance with the minimum requirements set out within Appendix 7. No pre-determined template is required to be completed, however all information and requirements set out in Appendix 7 must be provided, as well as relevant supporting documentation, as applicable to the project.

Step 2: Project Leads must be available, if invited, to attend the Board and present their Business Case. The Board will approve, reject or request additional information. Business Cases must be signed off by the Board and Accountable Bodies Section 151 Officer to be considered a complete and final document. Where appropriate, this may include delegation from the Section 151 Officer to an appropriate Officer within the Accountable Body.

Step 3: A grant funding agreement must be signed in order for funds to be released to Project Partners, or a conditions statement provided (where the Accountable Body may be the project Lead). The Accountable Body and the Board will monitor the project as set out in the Monitoring and Evaluation Section.

General Principles (applicable to any value of projects)

- 13.15 Where there is a change in personnel within the team assuring the Business Case, this must be managed by the appointed Assurer in a reasonable manner to ensure that the service is not affected.
- 13.16 All information included in the Business Case should be kept private and confidential by the appointed Assurer and must not be shared with third parties, unless agreed with Newark and Sherwood District Council as the Accountable Body.
- 13.17 It may be permitted that all, or a proportion of project funding can be released at an earlier date (fast tracked) before a Business Case has been developed where there is a clear case for funding being needed to enable/support project progression, subject to confirmation of funds from Government, approval from the Board and Section 151 Officer, and an appropriate grant agreement being in place. In these cases, fast tracked funding will be excluded from the project value, when considering any future business case requirements. The recovery of funds may be required when a project is not fully delivered in line with the Business Case.
- 13.18 It is possible that some projects may have to submit 'Conditional Business Cases' for Board approval at the 12-month stage. Conditional Business Cases may be necessary where progress is dependent on procedures and permissions beyond the control of the project sponsors (e.g. other third-party processes). In these cases, the qualification must be clearly stated, and an appropriate risk analysis included.
- 13.19 It is the responsibility of the Project Lead to develop the required Business Case and fulfil the requirements of the assurance process defined within this LAF. On occasion, funding may be awarded by the Board to Project Leads, to contribute towards the cost of Business Case development (in accordance with 13.17), however it is the responsibility of the Project Lead to ensure the appropriate assurance process is followed and where required, seek relevant expertise and budgets to develop the required Business Case.
- 13.20 An exception to the LAF Business Case requirements applies to the use of programme capacity funding, available specifically for the purpose of facilitating operational costs, or funding approved by the Board and Government for the purpose of programme monitoring, evaluation, management and admin, or other operational commitments. The uses of such funding remain subject to all other public funding and local authority assurance processes to ensure appropriate use of funds, including compliance with procurement, subsidy control and fund procedures but will not require a Business Case. Any further exemptions to the requirement for project Business Cases, must be approved by the Accountable Body Section 151 Officer prior to the release of funds.

Grant Schemes

- 13.22 A project Business Case would not be required for the Board to deliver a grant scheme, however individual grant awards will remain subject to the Business Case requirements including the process set out for low, medium and high value projects. In most cases, the completed application form will form the Business Case for low value grants, providing that sufficient information and supporting evidence is provided, in accordance

with Appendix 7.

14.0 Value for Money

- 14.1 The Board and the Accountable Body will need to assure themselves that projects are deliverable and represent good value for money. It is the promoter's responsibility to provide sufficient independent evidence that the project delivers the required value for money score in line with HM Treasury Green Book principles or the agreed assurance process outlined in this LAF. The Board and the Accountable Body will use appropriate external consultants, or internal resource (where no conflict of interest is determined present) to undertake independent Business Case appraisal, and to consider the value for money, to make recommendations to the Board.
- 14.2 All projects will demonstrate continued value for money with the requirement to adhere to and demonstrate compliance with the Local Authorities adopted Public Contract Procedure Rules, as a condition of any grant funding agreement. This includes adopting a minimum set of requirements relating to procurement, as monitored by the Accountable Body.

15.0 Risk

- 15.1 A risk register is maintained by the Accountable Body of all projects and this is updated on a regular basis and shared with the Board Chairs. The risks of each project are rated using a scoring matrix based on likelihood and impact that each risk presents. A set of mitigations is also included. Based on the risk register and as part of the programme overview report, high risks within projects are highlighted to the Board by the project leads and mitigations are set out.
- 15.2 If it is reported that a project is delayed (commencement / completion / outputs / outcomes) and there is a risk to defrayal of grant and delivery, then the project will be reported as a High-Risk project. In this instance the Board will write to the project lead requesting a written response detailing why the project was delayed. If the Board are not satisfied with the response, they can invite the project lead to present additional information. If the Board remain dissatisfied, then they can request to remove the project from the programme, following advice from the Accountable Body.

16.0 Monitoring and Evaluation

- 16.1 Monitoring and evaluation will occur at a PfN programme level as well as at a project level and as set out in section 9. In accordance with section 3 and 4, the Board's monitoring role applies to the entirety of the PfN programme and the agreed former Towns Deal projects within the Local Regeneration Fund programme, as listed in 1.5 (excluding wider programme commitments). This will include the monitoring of spend, risk, Business Case compliance, delivery, and communications.
- 16.2 The frequency of reporting will be determined by the Accountable Body and Board, in accordance with Government guidelines and local context. On a minimum of a quarterly basis, Project Leads will be required to provide formal monitoring reports (financial, output and narrative) to the Accountable Body explaining their progress to spend and delivery targets and noting any specific changes to the project and challenges in delivery.
- 16.3 A condition of receiving PfN funding, will be for the Board to provide regular feedback to MHCLG on progress of projects, to allow for monitoring and evaluation. On behalf of the Board and in accordance with current guidance, at least every six months Newark and Sherwood District Council will be required to provide MHCLG with a comprehensive

set of data relating to each Project, including both total and forecast spend, and output metrics. These returns will be scrutinised and approved by the Accountable Body's Section 151 Officer and Board Chairs, prior to submission. Where Project Adjustment Requests (PAR) must be submitted to MHCLG and reviewed and approved the Board and Accountable Body Section 151 Officer.

- 16.4 A reported variance of 25% or more on a total project spend profile and delivery targets for a single project, will trigger a review by the Board, who will request a written response detailing why the project has changed from the project lead.
- 16.5 The Board and Accountable Body, reserves the right to recover or withhold all or part of the funding supplied for a project in these circumstances:
- The project is not delivered within agreed dates
 - The project delivered differs from that specified
 - The outcomes demonstrated through post-delivery evaluation fall short of those on which the value for money assessment and business case were based
 - The outputs identified in the Business Case are not delivered.
- 16.6 If the Board considers it appropriate, project leads will be invited to explain the slippage. The Board will take local circumstances into account in taking decisions over whether funding should be withheld or recovered.
- 16.7 All projects will be subject to a post-project evaluation completion report; this will ensure the Board follows best practice using recognised project and programme management techniques to ensure sound decisions have been made.

Appendix 1 - Newark Town and Neighbourhood Board - Terms of Reference (to be signed by all Members)

1.0 BACKGROUND

1.1 The Newark Town Board was first established in 2020 to provide strong and visible leadership for Newark following the announcement of £25m funding awarded to Newark through the UK Government's former 'Towns Deal' (now integrated within the new 'Local Regeneration Fund').

1.2 The Board comprises private and public sector organisations and is the vehicle through which the vision and strategy for Newark Town is defined. The Board is responsible for challenging partners to increase their ambition of what can be achieved collectively and acting as advocates for the town and surrounding area.

1.3 In June 2020, the Board adopted its first 30 year Town Investment Plan (TIP), which contains the vision for Newark and sought to maximise the opportunities for local growth. The TIP sets out a clear understanding of the area, focusing on its assets, opportunities and challenges, as well as providing a steer on the spend of the £25 million award, based on four pillars of intervention:

- Skills, Education, and Business
- Connectivity (digital, physical, people, and services)
- Town Centre Regeneration and Culture
- Town Centre Residential

1.4 The Board oversees the delivery of the following projects within the TIP:

- The Construction College;
- 20 minutes Cycle Town;
- YMCA Activity Village;
- Air and Space Institute;
- 32 Stodman Street
- Newark Cultural Heart
- Newark Castle Gatehouse

1.5 The Board is responsible for governing up to £19.5m awarded by the UK Government to Newark through the Plan for Neighbourhoods (PfN) initiative, announced in March 2025. In doing so, it the Newark Town Board was renamed the 'Newark Town and Neighbourhood Board' to reflect the PfN programme objectives and brand.

1.6 The PfN initiative will provide up to £19.5m of endowment style funding to Newark over a 10-year period, commencing in April 2026. The Board is required to develop a local 'Regeneration Plan' to draw down this funding and submit to Government by November 2025. The Regeneration Plan will detail a high-level set of investment interventions and objectives for the area to be achieved through the funding, in addition to a more detailed Investment Plan for the first four years of the scheme (2026 to 2030). In accordance with the Government's scheme prospectus, the Board will act as the 'Neighbourhood Board' for the purpose of delivery of the PfN programme.

2.0 MEMBERSHIP AND VOTING RIGHTS

2.1 **Chair and Vice-Chair Role** - The Board will comprise of a Chair (including option for Co-

Chairs) and Vice-Chair post. The posts will lead and facilitate the Board providing strategic direction. Each role will be independent in its own right and at least one role will be held by a private sector representative. To enable the Board to proceed at least one of the two Chairs must be in attendance.

- 2.2 **Board Members** - The Board comprises of representatives from the local business and education sectors, relevant national government organisations and / or arm's length bodies, local representative organisations and community groups; Local Authorities and relevant Parish Councils; and the local MP.
- 2.3 **Provision of Substitute Members** - Substitute members will be entitled to attend Board meetings and vote where appropriate, where the Board Member is not available, and where the Substitute is agreed by the Accountable Body. Substitute members are required to follow the governance process including Register of Interest and Code of Conduct.
- 2.4 One vote per organisation is entitled from Board Members or Substitute Board Members.
- 2.5 **Advisors** - Advisors are invited by member organisations and participate in the Board Meetings and make recommendations, but have no voting rights or make decisions on behalf of the Board.

3.0 FUNCTIONS

- 3.1 The key functions of the Newark Town and Neighbourhood Board are to:
- i. Provide leadership and accountability for the agreed TIP projects as noted in 1.4, and PfN programme defining the vision, shared priorities and set challenges for Newark.
 - ii. Oversee the development of a programme of interventions and individual Business Cases in order to negotiate initiatives with the Government.
 - iii. Maximise visibility and promote the priorities of Newark at local, regionally, national and international levels and develop a voice for Newark with the Government.
 - iv. Challenge partners to increase their ambition of what can be achieved collectively, acting as advocates for the town.
 - v. Make decisions in terms of the TIP and Regeneration Plan (as set out within the Local Assurance Framework), however noting that Newark and Sherwood District Council as the Accountable Body and will need to give approval through its own decision-making processes for fund decisions to ensure appropriate compliance and assurance.
 - vi. Engage stakeholders through consultation in the development and delivery of programmes and projects.
 - vii. Ensure equality and diversity is represented on the Board to reflect the local community diversity.

4.0 CONDUCT

- 4.1 The Newark Town and Neighbourhood Board will be based on collaboration and business will be conducted in the spirit of partnership working and abide by Nolan principles. All Board Members are required to sign up to the Code of Conduct as set out in Appendix 2. All decisions will be made in accordance with the following principles:

- Due consultation will be carried out where appropriate (including taking relevant professional advice from officers);
- There will be a presumption in favour of open and transparent decision making;
- There will be a clarity of aims and desired outcomes;
- All decisions will be taken as members of the Newark Town and Neighbourhood Board and not on behalf of specific organisations or areas.

4.2 Members and Substitute Members of the Newark Town and Neighbourhood Board are required to declare any interests, gifts or hospitality which they have or receive which could influence any decisions they may make as board members.

5.0 STRUCTURE

5.1 The Newark Town and Neighbourhood Board:

- The Board will meet on a minimum of a quarterly basis. Additional meetings may be scheduled, including up to on a monthly basis (where determined appropriate by the Chairs and Accountable Body).
- Meetings may proceed and minutes taken, with a limited members in attendance, however no decisions will be taken by the Board where less than 4 members are in attendance.
- Agenda for meetings will be published on the NSDC website in advance of the meeting (allowing 5 clear working days)
- Final minutes once approved by the Board will be published on the NSDC website within 10 clear working days of the meeting.
- All declarations of interest will be included in the published minutes.

6.0 ACCOUNTABLE BODY

6.1 Newark and Sherwood District Council is the Accountable Body for the Newark Town and Neighbourhood Board. The Council's Section 151 Officer will ensure compliance with all necessary financial regulations, in accordance with the Local Assurance Framework (LAF).

6.2 The Board Terms of Reference will be reviewed annually each year by the Accountable Body. All Members will be required to sign a copy of the Terms of Reference, including the Code of Conduct and Register of Interest at the start of each membership cycle. Documents will be re-issued for signature, where any changes are made by the Accountable Body.

Signed:

Date:

Name:

Organisation:

Appendix 2 - Newark Town and Neighbourhood Board Code of Conduct (to be signed by all Members)

In accordance with the Plan for Neighbourhoods Prospectus, the Government expect that Boards align with governance and policies of the Lead Council (Newark and Sherwood District Council). This includes whistle blowing, conflicts of interest and complaints.

Newark and Sherwood District Council expects employees and its members to adhere to the Nolan Principles of public life. Therefore, members of the Newark Town and Neighbourhood Board is expected to adhere to those same principles of:

1. Selflessness
2. Integrity
3. Objectivity
4. Accountability
5. Openness
6. Honesty
7. Leadership

Although the Government expects that the Board's Code of Conduct must align with that of the Lead Council, there may be elements of the Lead Council's Code of Conduct that are not applicable to board members, in relation to the Newark Town and Neighbourhood Board and its function.

For example, members of The Board may not necessarily be employed by the Lead Council, therefore elements from the Lead Council's Code of Conduct relating to agreed pay would not apply, as membership of the board is not a paid role. A further example would be that there is no leave allowance associated with board membership, therefore the Lead Council's leave policy would also not apply.

Members are required to declare any interests, gifts or hospitality which they have or receive which could influence any decisions they may make as Board members.

Whilst providing expertise on matters that may be relevant to their professional subject field, Members are required to act in the best interest of the entirety of the Boards functions, including recognition of the strategic aspirations of the wider Board.

If a complaint is received by the Board, the matter will be referred to the Lead Council and dealt with under the Lead Council's complaints policy.

Copies of the Lead Council's applicable policies, within its own Code of Conduct can be obtained via the website www.newark-sherwooddc.gov.uk/

Failure to adhere to the Board Code of Conduct could result in removal from the Board.

Signed:

Date:

Name:

Organisation:

Appendix 3 - Register of Interest (to be signed by all Members)

Board Member Register of Interest

This Register of Interest will be published and made public on Newark and Sherwood District Council's website.

Where a Register of Interest applies to decisions taken by the Board, the relevant Board Member will not be able to participate in voting or decisions relating to such matters and must declare a conflict of interest to the Board in advance of the decision being taken. This is applicable to any organisation represented on the Board, where a conflict of interest may be present through Board Members, including the Accountable Body.

BOARD MEMBER	
Full Name	
DESCRIPTION	DETAILS
Any body of which the Board Member is a director, officer or elected Member of:	
Any firm of which the Board Member is a partner:	
Any firm or organisation of which the Board Member is an employee:	
Any public body of which the Board Member is an official or elected shareholder:	
Any company whose shares are publicly quoted in which the Board Member owns or controls more than 2% of the shares:	
Any company whose shares are not publicly quoted in which the Board Member owns or controls more than 10% of the shares:	
Any property owned by the Company or any shareholder in which the Board Member has an interest or which the Board Member occupies:	
Any other interest which is significant or material including any direct or indirect financial interest which may influence the Board Member's judgement on matters being considered or to be	

considered by the Board:	
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Privacy Notice

How We Will Use Your Data

The personal information you provide will only be used by Newark and Sherwood District Council, the Data Controller, in accordance with UK Data Protection Act 2018 to undertake a statutory function. The basis for processing this information is to enable the council to undertake a public task.

Some of your personal information will be included in a public register in accordance with our statutory responsibility and this will be published on the council's website.

Your personal data will be kept in accordance with the Council's retention policy and schedule.

For further details about how your information may be used or about your rights under this legislation and any subsequent data protection legislation please read our full privacy notice on our website: <https://www.newark-sherwooddc.gov.uk/yourcouncil/privacy/> or contact the Council's Information Governance Officer on 01636 655216 or via email on freedom@nsdc.info

Appendix 4 - Outline Business Case Requirements for High Value Projects

Outline Business Cases should address, in a proportionate manner, the five cases set out in the HM Treasury Green Book, as below:

The Strategic Case should cover.

- Baseline analysis of the study area identifying key challenges to be addressed
- Review of relevant local, regional and national strategic policies
- Develop and agree a clear vision and objectives with stakeholders.
- Analyse the need for intervention.
- Project prioritisation to identify option for investment.
- Develop a clear theory of change for the investment.
- Assess how the investment fits in with other investments including consideration of dependencies.

The Economic Case should cover:

- Identify key benefits based on the theory of change.
- Identify ways of modelling and monetarising benefits based on departmental guidance and considering the risk of double counting
- Determine costs, setting out clearly what they include and apply relevant adjustment factors
- Value for money assessment over the appraisal period including sensitivity tests
- Consideration of non-monetary benefits including social value

The Financial Case should cover;

- Identify project costs including capital and operating costs and risks over time
- Ensure funding and financing are both covered
- Assess funding sources, project cash flows over time and the funding ask in a financial model
- Assess overall affordability of schemes
- Consider wider financial implications such as balance sheet treatment and tax issues
- Provide information on due diligence that has been undertaken to ensure the project costs are robust and sensitivity testing to understand a range of possible outcomes

The Commercial Case should cover;

- Identify who the scheme/promoter is
- Develop the procurement strategy
- Set the commercial strategy and set out contract arrangements including implications
- Consider social value in procurement
- Demonstrate market testing or other evidence that there is a market to deliver the project
- Determine the allocation of risks

The Management Case should cover;

- Identify governance including roles and responsibilities
- Develop a programme for investment with key milestones and decision points clearly identified
- Develop a stakeholder engagement and communications strategy
- Assess project risks and dependencies
- Develop a benefit realisation plan and monitoring & evaluation strategy

An Outline Business Case must also demonstrate the following:

1. Land required to deliver the Project is demonstrably secured or there is a process to bring all the land required under the control of the Project Lead(s), including any letters of intent with relevant landowner(s).
2. Any other sources of funding, required to deliver the project within required timescales have been identified, with a reasonable route to securing funds identified.
3. Planning application is submitted, or at a minimum demonstrable engagement undertaken with the local Planning Department, to ensure requirements of proposed activity are known.
4. Confirmation that the project remains in accordance with the Newark Town Investment Plan/Regeneration Plan with respect to overall grant and match contribution.
5. Outputs, timings and objectives for the project, which are in accordance with the Newark Town Investment Plan (July 2020) have been identified, or Regeneration Plan (2025).
6. The project has a detailed risk register which includes:
 - a. The Project Lead responsible for the project
 - b. Scored risks
 - c. Mitigations to address the risk
 - d. A new score taking mitigations into account
6. Confirmation that the project is Subsidy Control compliant.

Appendix 5 - Full Business Case Requirements for High Value Projects

Full Business Cases should address, in a proportionate manner, the five cases set out in the HM Treasury Green Book and considered 'Green Book Compliant'.

The Strategic Case should cover:

- Baseline analysis of the study area identifying key challenges to be addressed
- Review of relevant local, regional and national strategic policies
- Develop and agree a clear vision and objectives with stakeholders
- Analyse the need for intervention
- Project prioritisation to identify option for investment
- Develop a clear theory of change for the investment
- Assess how the investment fits in with other investments including consideration of dependencies.

The Economic Case should cover:

- Identify key benefits based on the theory of change
- Identify ways of modelling and monetarising benefits based on departmental guidance and considering the risk of double counting
- Determine costs, setting out clearly what they include and apply relevant adjustment factors
- Value for money assessment over the appraisal period including sensitivity tests
- Consideration of non-monetary benefits including social value.

The Financial Case should cover:

- Identify project costs including capital and operating costs and risks over time
- Ensure funding and financing are both covered
- Assess funding sources, project cash flows over time and the funding ask in a financial model
- Assess overall affordability of schemes
- Consider wider financial implications such as balance sheet treatment and tax issues
- Provide information on due diligence that has been undertaken to ensure the project costs are robust and sensitivity testing to understand a range of possible outcomes.

The Commercial Case should cover:

- Identify who the scheme/promoter is.
- Develop the procurement strategy
- Set the commercial strategy and set out contract arrangements including implications
- Consider social value in procurement
- Demonstrate market testing or other evidence that there is a market to deliver the project
- Determine the allocation of risks

The Management Case should cover:

- Identify governance including roles and responsibilities
- Develop a programme for investment with key milestones and decision points clearly identified
- Develop a stakeholder engagement and communications strategy
- Assess project risks and dependencies
- Develop a benefit realisation plan and monitoring & evaluation strategy

The Full Business Case must include:

- Evidence for the intervention using rigorous analysis of quality data and the application of best practice.
- An assessment of value for money. Attention should be given to how different types of projects will be compared and assessed. Typically, this would include the following considerations at a level proportionate to the scale of funding required for the proposal:
 - A clear economic rationale that justifies the use of public funds in addition to how a proposed project is expected to contribute to strategic objectives
 - Clearly defined inputs, activities, outputs and anticipated outcomes, ensuring that factors such as displacement and deadweight have been considered
 - Benefits that exceed the costs of intervention using appropriate value for money metrics
 - Appropriate consideration of deliverability and risk along with appropriate mitigating action (the costs of which must be clearly understood).

Recognising the diversity of market conditions, no minimum value for money threshold is set for projects. However, to follow best practice, all Business Cases must contain robust value for money assessments. If value for money values are low (below 1.2 BCR), then additional robust justification should be provided. A BCR below 1.0, is unlikely to be funded. A variety of measures can be used to summarise value for money, this includes estimates for:

- Net Present Social Value (NPSV) - defined as the present value of benefits less the present value of costs. It provides a measure of the overall impact of an option.
- Benefit-Cost Ratios (BCR) - defined as the ratio of the present value of benefits to the present value of costs. It provides a measure of the benefits relative to costs

Net present social value and benefit-cost ratios should not be treated as a full representation of value for money. Rather, they should be used to summarise the benefits and costs that can be readily monetised or quantified. There may be wider strategic or social value to an intervention which may not be easily assimilated into calculations.

For relevant projects, the Green Book Business Case should include details of how it meets the governments clean growth principles and Public Sector Equality Duty (PSED).

Any Full Business Case submitted by the Project Lead(s) must also demonstrate the following :

1. All milestones from the Outline Business Case have been met or are sufficiently developed.
2. Planning application is submitted, or at a minimum demonstrable engagement undertaken with the local Planning Department, to ensure requirements of proposed activity are known.
3. A project plan is provided for procurement of a contractor/ developer / Management Company has completed, compliant with Public Contract Procedure Rules.
4. Confirmation from the Project Lead in writing that the project will be completed in line with the Full Business Case, including a letter confirming the financial details from their Financial Director, or equivalent.
5. Confirmation that all funding is secured, with details of the sources of funding included in the Full Business Case.
6. Confirmation that all landownership is already secured and/or legal agreements are prepared and agreed in principle for execution.
7. The project has a detailed programme and phasing plan which identifies the start and

completion elements of the project along with costs associated with each phase and outputs / outcomes that will be delivered on a quarterly basis.

8. The project has a detailed risk register which includes:
 - a. The Project Lead responsible for the project
 - b. Scored risks
 - c. Mitigations to address the risk
 - d. A new score taking mitigations into account
9. Confirmation that the project is Subsidy Control compliant.

Project Leads are required to address all the points above in order to progress the Business Cases. Failure to supply this information may delay approvals and recommendations to the Board.

Appendix 6 - Business Case Requirements for Medium Value Projects

A set template will be provided by the Accountable Body for the development of a Business Case for a medium valued project. The Business Cases will be assessed by Assurers appointed by the Accountable Body on behalf of the Board, to ensure the project addresses the following 5 principles, on a proportionate basis (considering the value of grant and complexity of the scheme):

- The Strategic Case
- The Economic Case
- The Commercial Case
- The Financial Case
- The Management Case

Any Business Case for Medium Value Projects submitted by the Project Lead(s) must demonstrate the following:

1. Confirmation that a planning application is submitted, or at a minimum demonstrable engagement undertaken with the local Planning Department, to ensure requirements of proposed activity are known.
2. A project plan is provided for procurement of a contractor/ developer / Management Company has completed, compliant with Public Contract Procedure Rules.
3. Confirmation from the Project Lead in writing that the project will be completed in line with the Business Case, including a letter confirming the financial details from their Financial Director, or equivalent.
4. Confirmation that all funding is secured with details of the sources of funding included in the Business Case.
5. Confirmation that all landownership is already secured and/or legal agreements are prepared and agreed in principle for execution.
6. Consideration of equality, diversity and environmental implications relating to the project and solutions to address implications.
7. The project has a detailed programme and phasing plan which identifies the start and completion elements of the project along with costs associated with each phase and outputs / outcomes that will be delivered on a quarterly basis.
8. The project has a detailed risk register which includes:
 - a. The Project Lead responsible for the project
 - b. Scored risks
 - c. Mitigations to address the risk
 - d. A new score taking mitigations into account
9. Confirmation that the project is Subsidy Control compliant.

Appendix 7 - Business Case Requirements for Low Value Projects

For projects defined as low value, a high-level Business Case should be submitted by the Project Lead(s) (with no prescribed template), to demonstrate the following minimum requirements:

1. Explanation of the project scope and alignment to the local Regeneration Plan/Town Investment Plan including details of deliverables, strategic objectives for investment including specific outputs and outcomes to be delivered.
2. Justification for investment and need for intervention/opportunity in relation to local challenge and/or opportunity.
3. Confirmation planning application is submitted, or at a minimum demonstrable engagement undertaken with the local Planning Department, to ensure requirements of proposed activity are known.
4. Consideration of equality, diversity and environmental implications.
5. A project plan is provided for procurement of a contractor/ developer / Management Company has completed, compliant with Public Contract Procedure Rules.
6. Confirmation that all funding is in place with details of the sources of funding included in the Business Case.
7. Confirmation that all landownership is already secured and/or legal agreements are prepared and agreed in principle for execution.
8. The project has a detailed programme and phasing plan which identifies the start and completion elements of the project along with costs associated with each phase and outputs / outcomes that will be delivered on a quarterly basis.
9. The project has a detailed risk register which includes:
 - a. The Project Lead responsible for the project
 - b. Scored risks
 - c. Mitigations to address the risk
 - d. A new score taking mitigations into account
10. Confirmation that the project is Subsidy Control compliant.

Appendix 8 - Newark Town and Neighbourhood Board Membership List (2025)

Organisation	Name/Title	Representation	Role
Member of Parliament	Rt Hon Robert Jenrick MP	Government	Member
East Midlands Mayor	Claire Ward	Government	Member
Nottinghamshire County Council	Cllr Keith Girling	Government	Member
Newark and Sherwood District Council	Cllr Rowan Cozens	Government	Member
Town and Parish Council Representative	Cllr Dawn Campbell	Government	Member
Newark Showground	Tony Aspbury	Industry/Community	Vice Chair
Masdings of Newark	Darren Burke	Retail/Business	Member
Newark Business Club	James Carpenter	Investment/Business	Member
Nottinghamshire Police	Inspector Charlotte Ellam	Police	Member
Your CVS	Louise Casey	Voluntary/community	Co - Chair
Lincoln College Group	Penny Taylor	Education/community	Co - Chair
St Mary Magdalene with St Leonard	Andrew Fearne	Heritage/culture/community	Member
The Office of Rt Hon Robert Jenrick MP	Sue Gray	Government	Advisor
Nottinghamshire County Council	Joelle Davies	Government	Advisor
Newark and Sherwood District Council	John Robinson	Government	Advisor
Newark and Sherwood District Council	Sanjiv Kohli	Government	S151 Officer
Newark and Sherwood District Council	Matt Lamb	Government	Advisor
Newark and Sherwood District Council	Neil Cuttell	Government	Advisor
Newark and Sherwood District Council	Helen Brandham	Government	Secretary
Newark Town Council	Matthew Gleadell	Government	Advisor
Historic England	Rose Thompson	Heritage	Advisor
Environment Agency	Kathryn Sharp	Environment	Advisor