



NEWARK TOWN COUNCIL

Town Hall, Market Place, Newark, Nottinghamshire, NG24 1DU

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Email: post@newark.gov.uk ~ Website: www.newark.gov.uk

FINANCE & GENERAL PURPOSES COMMITTEE

WEDNESDAY 12TH JULY 2017

Wednesday 5th July 2017

Dear Councillor

You are summonsed to attend a meeting of the Finance & General Purposes Committee at 7.30pm on Wednesday 12th July 2017. This meeting will be held in the Council Chamber at the Town Hall.

Yours sincerely

A handwritten signature in black ink, appearing to read 'A. C. Mellor'.

Alan Mellor
Town Clerk

FINANCE & GENERAL PURPOSES COMMITTEE

A G E N D A

1	Apologies for Absence		
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3	Matters Arising	Verbal	
4	Declarations of Interest from Members	Verbal	
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Pre-Group Meetings

1	6.00pm	Conservative Group	Committee Room
2	7.00pm	Independents	Pickin Room
3	7.00pm	Labour Group	Old Robing Room

Committee Membership

Cllr D Lloyd (Chairman)
Cllr M G Cope (Vice Chairman)
Cllr Mrs C Barker-Powell
Cllr Mrs I Brown
Cllr M Cleasby
Cllr Mrs R Crowe
Cllr R A Crowe
Cllr Mrs G Dawn
Cllr P Duncan
Cllr Ms H Gent
Cllr S Haynes
Cllr K Girling
Cllr L Goff
Cllr D Hyde
Cllr D Jones
Cllr T Roberts MBE
Cllr M Skinner
Cllr R Williams



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Agenda Item No: 2

Committee Date: Wednesday 12th July 2017

FINANCE & GENERAL PURPOSES COMMITTEE MINUTES

Minutes of the Meeting of the Finance & General Purposes Committee held on Wednesday 14th June 2017 in the Town Hall.

Membership Present:	Councillor	D Lloyd (in the Chair)
	Councillors	M G Cope (Vice-Chairman) Mrs C Barker-Powell Mrs I Brown (A) M Cleasby Mrs R Crowe R A Crowe Mrs G Dawn (A) P Duncan (Ap) Ms H Gent K Girling L Goff S Haynes D Hyde D Jones T Roberts MBE (Ap) M Skinner R Williams
Apologies for Absence:	Councillors	P Duncan, T Roberts MBE
Officers Present:	Town Clerk	Alan Mellor
Taking Notes:	PA to the Town Clerk	Helen Crossland
	There was one member of the public present.	
Venue:	Council Chamber, Town Hall	

FGP01/17/18 Minutes of the last meeting of the Finance & General Purposes Committee held on Wednesday 5th April 2017

The Minutes of the Finance & General Purposes Committee meeting held on Wednesday 5th April 2017 were **AGREED** as a true and accurate record and signed by the Chairman.

FGP02/17/18 Matters Arising

FGP113/16/17 Market Operations

(vi) *'To liaise with N&SDC and the Police to ascertain what enforcement action can take place'.*

Cllr Mrs R Crowe asked if there had been any progress with this; the Town Clerk responded that nothing had been heard as yet.

FGP03/17/18 Declarations of Interest

It was **AGREED** to accept any Declarations of Interest as and when they arose during the meeting.

FGP04/17/18 Payment Schedules 12/17, 1/18 & 2/18

Members **AGREED** that payment in accordance with Payment Schedule 12/17 in the sum of £134,290.63 (one hundred and thirty four thousand, two hundred and ninety pounds and 63p), Payment Schedule 1/18 in the sum of £152,458.40 (one hundred and fifty two thousand, four hundred and fifty eight pounds and 40p) and Payment Schedule 2/18 in the sum of £435,279.40 (four hundred and thirty five thousand, two hundred and seventy nine pounds and 40p) be **APPROVED**.

FGP05/17/18 Street Collection Licences

Cllr Mrs R Crowe declared a personal interest in the first application.

a. Members **AGREED** to recommend to Newark & Sherwood District Council that the following applications for a Street Collection Licences be **REFUSED**:

(i) Newark & Sherwood Concert Band on Sunday 2nd July 2017.

Members were concerned that this was being requested to take place during a Sunday Band Concert in the Castle Grounds. Historically these events are well known for being free of charge to attend and there was concern that visitors may feel 'pressured' to donate. Another concern was raised that if allowed, this could set a precedent and it could then become the 'norm' to have a collection at the Band Concerts.

Cllr k Girling suggested that perhaps the Band could play in the Market Place in the morning on that day, and hold the Street Collection there; following discussion it was agreed that this could provide a solution and the Town Clerk said he would talk to the applicant to explore alternative options.

(ii) Meningitis Research Foundation of Saturday 8th or Sunday 9th July 2017.

Members said that also this was a national charity, the remit of this Committee was to support local causes. As a result of this, it was decided to refuse the application.

b. Members then **AGREED** to recommend to Newark & Sherwood District Council

that the following application for a Street Collection Licence be **APPROVED**:

- (iii) Newark & District Round Table on Saturday 16th December 2017.

Cllr R Crowe asked if the Round Table could let the Town Council know which actual charities they were collecting for.

This was **AGREED**.

FGP06/17/18 Revenue Out Turn & Final Accounts 2016/17

The Town Clerk addressed Members on this Agenda item. He said that the report identified the highlights of the particular budget that had changed.

Cllr D Jones asked the Town Clerk to explain the working out of the 'fixed assets' on page 55 of the Agenda, (box number 9) and whether this change had any detrimental financial implications for the Town Council. The Town Clerk confirmed that the change in asset valuations had no impact on the Town Council's revenue account.

The Town Clerk added that, in his opinion, the required methodology of valuing assets didn't give a realistic financial description of the assets in the Town Council's ownership.

Cllr M Cope asked if, in these circumstances, the Town Council should use a more realistic asset valuation method. The Town Clerk explained that he had some sympathy with this view but that this would not be in accordance with the accounting guidelines against which the accounts are audited. From a pragmatic perspective it was therefore advisable, on balance, to adhere to the recommended valuation methodology.

Following the above discussion, Cllr Mrs R Crowe asked if a report could come to the next meeting of this Committee regarding the Cemetery; she wanted to know if any progress had been made with the Lodge, toilets and the bench strategy.

The Town Clerk said he would be happy to provide a report at the meeting of this Committee on Wednesday 6th September, and this was **AGREED**.

Members then **APPROVED** the Town Council's Out Turn Revenue Expenditure for the financial year 2016/17.

FGP07/17/18 Cheque Signatories

- (i) Members **APPROVED** the list of authorised cheque signatories to the Town Council's main bank accounts for the Civic Year 2017 – 2018 as recommended in the report.
- (ii) Members **APPROVED** the list of authorised cheque signatories to the Town Mayor's Charity bank account for the Civic Year 2017 – 2018 as recommended in the report.

FGP08/17/18 Representation on Outside Bodies

Members **CONSIDERED** the appointment of Town Council representatives on Outside Bodies for the 2017/18 Civic Year, and the following appointments were **AGREED**:

East Midlands Museum Service – Town Hall Curator for the Civic Year

Newark Allotments & Gardens Assoc – Cllr L Goff for the Civic Year

Newark Civic Trust Awards – the Town Mayor for the Civic Year (and every Civic Year)

Newark Healthcare Consultative Group – Cllr Mrs I Brown for the Civic Year
Cllr R Williams for the Civic Year

Newark MIND - Cllr Mrs C Barker-Powell for the Civic Year

Friends of Newark Cemetery – Deputy Town Clerk for the Civic Year
Cllr R Williams for the Civic Year

Newark on Trent Twinning Association – Town Mayor – ex officio for the Civic Year
Cllr M Cleasby for the Civic Year
Cllr D Jones for the Civic Year

Newark & Sherwood CVS - Cllr R Williams for the Civic Year

It was **AGREED** that a new list of Town Council representation on Outside Bodies would be circulated to all Members, incorporating the above changes.

The Town Clerk was asked to find out which Safer Neighbourhood Groups still met and what areas they covered and advise Town Councillors accordingly.

FGP09/17/18 Dog Control Orders

- (i) Members **CONSIDERED** the consultation papers issued by Newark & Sherwood District Council relating to the introduction of new Public Space Protection Orders.

Points raised during discussion of this item:

Cllr K Girling said that the Orders do not clarify how this is controlled; the list misses out some areas. He felt that the paper asked more questions than it answered.

Cllr M Skinner said that this was one of the most asked questions he gets, as a Councillor. He would like to see more statistics and information on the enforcement of such Orders.

Cllr Mrs R Crowe agreed with Cllr M Skinner; enforcement is the issue. There is no point putting things in place if there is no enforcement.

Cllr Ms H Gent asked who would be given this responsibility – would it be an Officer of the Town Council?

Cllr D Lloyd said that it would be a District Council Officer; he also said he was concerned that these measures would turn a Public Order offence into a Criminal offence.

Cllr D Lloyd went on to say that assessments should be made with regard to:

- who owns which site
- any bye-laws in force on those sites

- other needs and resources (poo bags)
- fines

Cllr D Lloyd asked all Members to respond to the questionnaire individually and send them to the Town Clerk, who will then pass them on to the District Council.

It was also **AGREED** to give the Town Clerk delegated authority, in consultation with the Chairman of this Committee, to:

- Assess the list of sites, and identify all areas that are not on the list.
- Review other bye laws whilst doing this.
- Also assess other needs that may be required.
- What resources will be required for these?
- Fines for dog owners not having poo bags on their person
- What are the penalties? What is the cost?
- Extend the use of such orders to cover other 'Penalty Notices' such as littering.

A response could then be sent to the District Council before the deadline of 27th June 2017.

Meeting Closed:	8.15pm	Next Meeting:	Wednesday 12th July 2017
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FINANCE & GENERAL PURPOSES COMMITTEE

SUBJECT:	INTERNAL AUDIT PLAN 2017/18
REPORT BY:	TOWN CLERK

1. Recommendations

1.1 Members are asked to approve the proposed Internal Audit work plan for the 2017/18 financial year.

2. Background

2.1 Attached at Appendix 1 is a proposed Internal Audit plan for work to be carried out during the 2017/18 financial year. This has been prepared following discussions between the Town Clerk and the Internal Auditor, with an assessment of audit risk.

2.2 It represents an increase of one day from last year's plan. This however is subject to the level of input required on Payroll Starters & Leavers, which may be subject to change.

3. Financial, Legal, Equality & Risk Issues

3.1 None.

Background Papers:	None.
Lead Officer:	Alan Mellor Tel: 01636 684801 Email: alan.mellor@newark.gov.uk

APPENDIX 1

INTERNAL AUDIT PROGRAMME FOR FINANCIAL YEAR 2017-2018

		No of days	
		<u>Sept/Oct 2017</u>	<u>Jan/Feb 2018</u>
Markets	3 days	2	1
Parks & Open Spaces	½ day	.5	
Public Toilets	½ day	.5	
Payroll – processing	3 days	2	1
Payroll – Starters & Leavers	½ day		.5
Payroll – Leavers (if>3 Leavers)	½ day		.5
Income – Lettings	1 day	1	
Income – Cemetery/Allotments	1 day	1	
Investments	1 day		1
Main Accounting System/VAT	1 day		1
Risk Management	1 day		1
Budgetary Controls	1 day		1
It Systems	1 day		1
Bought Ledger	1 day	1	
Security	½ day		.5
Bank Reconciliations	½ day		.5
Petty Cash	½ day		.5
Fixed Assets	½ day	.5	
Dorothy Bainbridge Trust Fund	½ day		.5
TOTAL NO OF DAYS		8.5	10
Report production and approval		.5	.5
TOTAL No OF AUDIT DAYS		9 DAYS	10.5 DAYS

FINANCE & POLICY COMMITTEE

SUBJECT:	FINANCIAL OUT TURN
REPORT BY:	TOWN CLERK

1. Recommendations

1.1 To receive and approve the financial out-turn report as at 30 June 2017.

2. Background

2.1 In accordance with Financial Regulations, the financial out turn for the period 1 April to 30 June 2017 is attached to this report as Appendix 1.

The figures shown include:

Expenditure committed, and Invoices issued at 30 June 2017, together with other known/likely costs.

There are no particular issues of concern that I feel need to be brought to Members attention.

3. Financial Legal, Equality & Risk Issues

3.1 Overall costs at this stage of the financial year are in line with budget provision. Having examined the figures in detail there are no issues of concern that I need to bring to Members attention.

Background Papers:	Budget working papers and financial reports.
Lead Officer:	Alan Mellor Tel: 01636 684801 Email: alan.mellor@newark.gov.uk

APPENDIX 1

	Actual	Original Estimate	Actual As At	%
SUMMARY	2015/16	2017/18	30-Jun	
	£	£	£	
PAYROLL COSTS exc. PCs	454,875	604,000	97,803	16.2
NEWARK MARKET	92,892	-41,570	4,166	-10.0
PARKS & PLAYING FIELDS	195,836	191,010	45,458	23.8
OTHER OPEN SPACES	-24,440	-21,180	-6,341	29.9
SHERWOOD AVENUE AMENITIES	23,157	30,290	6,000	19.8
ENVIRONMENTAL IMPROVEMENT SCHEMES	3,366	3,430	0	0.0
DEVOLVED SERVICES GRANT	-237,295	-240,240	-60,060	25.0
CENTRAL ESTABLISHMENT	103,533	71,220	28,823	40.5
TOWN HALL	95,874	109,750	27,830	25.4
ENVIRONMENT	-27,202	-3,030	1,535	-50.7
PUBLIC CONVENIENCES	109,589	107,730	19,318	17.9
LEISURE & ECONOMIC DEVELOPMENT	163,806	176,880	68,430	38.7
TOTAL NET EXPENDITURE	953,991	988,290	232,960	23.6
Newark & Sherwood District Council Grant	29,308	0	0	0.0
Precept	833,838	863,734	215,934	
(Deficit)/Surplus	-90,845	-124,556	-17,026	-23.6
General Fund Balance b/fwd	634,585	534,258	543,740	
General Fund Balance 31 March	543,740	409,702	526,714	

			Original	Actual	
	Code	Actual	Estimate	As At	%
MARKET	420	2016/17	2017/18	30-Jun	
		£	£	£	
Printing & stationery	4025	260	1,000	0	0.0
Repairs & Maintenance	4101	2,741	2,800	0	0.0
Electricity	4103	2,760	2,750	912	33.2
Rates	4105	46,967	42,960	12,912	30.1
Sewerage/Water Charges	4106	967	0	274	0.0
Repairs & Renewals Fund	4110	10,200	10,400	2,600	25.0
Equipment & Tools	4111	4,423	4,590	139	3.0
Materials	4112	320	320	0	0.0
Market Mangement SLA	4118	99,754	0	0	0.0
Market Cleansing SLA	4119	94,044	94,040	23,510	25.0
Market Stall Erection & Clearance	4123	195	23,000	818	3.6
Security	4124	63,624	500	476	95.2
Marketing & Promotion	4125	5,237	35,000	2,830	8.1
Computers	4029	11,989	1,220	0	0.0
Insurance	4129	1,242	820	205	25.0
Licences	4131	798	330	0	0.0
Consultancy	4137	320	1,200	300	25.0
Misc. Admin	4915	1,300	5,000	2,826	56.5
GROSS EXPENDITURE		347,141	225,930	47,802	21.2
INCOME					
Market Rents	1500/05	254,249	267,500	43,636	16.3
GROSS INCOME		254,249	267,500	43,636	16.3
NET EXPENDITURE		92,892	-41,570	4,166	-10.0

			Original	Actual	
	Code	Actual	Estimate	As At	%
PARKS & PLAYING FIELDS	429-434	2016/17	2017/18	30-Jun	
		£	£	£	
Bowling Green Maintenance	4099	5,000	6,000	375	6.3
Repairs & Maintenance	4101	3,348	3,440	2,095	60.9
Repairs & Renewals Fund	4110	12,240	12,490	3,123	25.0
Dog Litter Bins	4324	1,650	2,150	0	0.0
Safety Inspections	4113	253	260	0	0.0
CCTV	4114	384	1,250	0	0.0
Annual Play Equipment Inspection	4115	87	90	0	0.0
Security	4126	1,346	1,400	229	16.4
Refuse Disposal	4065	554	560	571	102.0
Licence Fee Public Entertainment	4131	1,070	1,110	0	0.0
Insurance	4129	1,153	1,170	293	25.0
Consultancy	4137	650	600	150	25.0
Collis Close	4109	5,814	6,000	0	0.0
Parks Service Level Agreement	4117	177,358	168,490	42,123	25.0
GROSS EXPENDITURE		210,907	205,010	48,958	23.9
INCOME					
Rents	1500/05		10,000	2,500	25.0
Collis Close	1109	11,071	4,000	1,000	25.0
		4,000			
GROSS INCOME		15,071	14,000	3,500	25.0
NET EXPENDITURE		195,836	191,010	45,458	23.8

			Original	Actual	
	Code	Actual	Estimate	As At	%
SHERWOOD AVENUE	436/437	2016/17	2017/18	30-Jun	
		£	£	£	
Bowling Green Maintenance	4099	7,770	15,500	4,830	31.2
Repairs & Maintenance	4101	2,967	3,070	0	0.0
Electricity	4103	400	0	0	
Rates	4105	1,290	0	0	
Sewerage & Water Charges	4106	270	0	0	
Repairs & Renewals Fund	4110	3,740	3,890	973	25.0
Safety Inspections	4113	209	260	0	0.0
CCTV	4114	3,158	2,980	0	0.0
Annual Play Equipment Inspection	4115	43	80	0	0.0
Security	4126	2,691	2,770	458	16.5
Refuse Disposal	4065	870	0	0	0.0
Green Flag	4116	314	320	0	0.0
Licence Fee Public Entertainment	4131	70	70	0	0.0
Insurance	4129	725	750	0	0.0
Consultancy	4137	650	600	150	25.0
GROSS EXPENDITURE		25,167	30,290	6,411	21.2
INCOME					
Rents, Fee & Charges	1440	2010	0	411	0.0
GROSS INCOME		2,010	0	411	0.0
NET EXPENDITURE		23,157	30,290	6,000	19.8

			Original	Actual	
	Code	Actual	Estimate	As At	%
OTHER OPEN SPACES	439-450	2016/17	2017/18	30-Jun	
		£	£	£	
Repairs & Maintenance	4101	3,490	3,570	150	4.2
Repairs & Renewals Fund	4110	1,220	1,240	310	25.0
Dog Litter Bins	4324	270	270	0	0.0
Annual Play Equipment Inspection	4115	261	220	0	0.0
Security	4126	1,345	1,390	229	16.5
Meadow Cutting	4127	250	250	0	0.0
Insurance	4129	396	430	108	25.0
GROSS EXPENDITURE		7,232	7,370	797	10.8
INCOME					
Section 106	1106	30,242	28,550	7,138	25.0
Sponsorship	1125	1,430			
GROSS INCOME		31,672	28,550	7,138	25.0
NET EXPENDITURE		-24,440	-21,180	-6,341	29.9

			Original	Actual	
	Code	Actual	Estimate	As At	%
ENVIRONMENTAL IMPROVEMENTS	451	2016/17	2017/18	30-Jun	
		£	£	£	
Repairs & Maintenance	4101	2,000	2,040	0	0.0
Security	4126	1,345	1,390	0	0.0
Insurance	4129	21			
GROSS EXPENDITURE		3,366	3,430	0	0

	Code	Original		Actual	%
		Actual	Estimate	As At	
		2016/17	2017/18	30-Jun	
CENTRAL ESTABLISHMENT	101				
		£	£	£	
Mayoralty					
Mayor's Allowance	4001	4,490	4,580	50	1.1
Mayor's Sunday/Mayor Making	4002	1,151	1,170	1,040	88.9
Mayor's 'At Home'	4003	1,201	1,290	0	0.0
Civic Functions	4004	3,541	3,640	119	3.3
Mayoral Car	4010	4,453	4,290	418	9.7
Badges/Shields/Insignia	4011	2,000	2,040	1,447	70.9
Mayoral Robes	4765	300	310	0	0.0
Employees					
Pensions	4902	3,557	3,630	0	0.0
Subsistence/Travel & Vehicle Costs	4019	1,400	1,430	664	46.4
Honoraria Payment	4020	912	950	0	0.0
Advertising/Appointments	4023	250	260	0	0.0
Uniforms	4021	200	200	0	0.0
Payroll Administration	4915	1,550	1,580	395	25.0
Staff Training inc. Health & Safety	4022	4,000	4,080	0	0.0
Establishment Expenses					
Printing & Stationery	4025	6,459	6,630	173	2.6
Postage	4027	2,397	2,450	0	0.0
Telephones	4028	5,485	5,610	735	13.1
Information Technology	4029	11,997	12,240	6,396	52.3
Insurance	4129	3,063	3,120	742	23.8
Audit	4031	2,000	2,040	0	0.0
Consultancy: Personnel/Legal/Audit	4137	4,520	4,200	1,050	25.0
Office Equipment	4032	710	720	0	0.0
Office Equipment R & R Fund	4860	950	970	243	25.0
Publications	4034	50	50	0	0.0
Bank Charges	4039	2,369	2,450	299	12.2
Conferences/Seminars	4036	1,000	1,020	360	35.3
Other Expenditure					
Subscriptions	4041	542	560	90	16.1
Grant - St Marys Church	4045	1,640	1,670	418	25.0
Grants - Voluntary Bodies Room Hire	4044	5,706	2,500	0	0.0
Grants - Community Events	4046	8,620	0	0	
Grants - Citizens Advice Bureau	4048	5,000	5,000	2,500	50.0
Grants - Newark Twinning Association	4049	1,000	500	125	25.0
Town Team	4050	25,000	35,000	11,875	33.9
Defibrillator	4042	100	200	0	0.0
Election Costs	4061	11,000	10,000	2,500	25.0
Neighbourhood Plan	4062	40,000	0	0	
GROSS EXPENDITURE		168,113	126,380	31,638	25.0
INCOME					
Payroll Administration	1095	5,060	5,160	1,290	25.0
Investment Interest	1870	59,520	50,000	1,525	3.1
		0	0	0	
GROSS INCOME		64,580	55,160	2,815	5.1
NET EXPENDITURE		103,533	71,220	28,823	40.5

TOWN HALL	Code 201		Original	Actual	
		Actual	Estimate	As At	%
		2016/17	2017/18	30-Jun	
		£	£	£	
Premises					
Developer's Maintenance Charge	4100	30,110	30,710	7,678	25.0
Maintenance & Equipment	4101	14,371	14,790	0	0.0
Electricity	4103	7,515	7,500	0	0.0
Gas	4104	14,935	15,000	1,789	11.9
Rents	4107	108	160	43	26.9
Rates	4105	19,632	19,380	5,808	30.0
Sewerage/Water Charges	4106	1,709	1,710	467	27.3
Town Hall Maintenance Reserve	4860	24,080	24,560	6,140	25.0
Supplies and Services					
Clothing and Uniforms	4121	199	200	50	25.0
Contractual Services	4122	8,338	8,320	7,506	90.2
Marketing & Promotion	4125	971	3,000	71	2.4
Refreshments	4035	1,650	1,560	338	21.7
Bookings Expenditure	4163	747	510	0	0.0
Bar Purchases	4168/71	7,762	7,140	1,769	24.8
Establishment Expenses					
Insurance	4129/30	10,032	9,420	2,355	25.0
Payroll Administration	4915	620	630	157	24.9
Consultancy: Personnel/Legal/I Audit	4137	1,300	1,200	300	25.0
Subscription/Licences	4131	867	890	590	66.3
GROSS EXPENDITURE		144,946	146,680	35,061	23.9
INCOME					
Lease of Rent & Rates Office	1151	7,408	3,500	875	25.0
S Wing Lease to Markets/Car Parks	1152	4,939	0	0	0.0
Lettings	1160/63	19,318	18,500	2,195	11.9
Refreshments	1035	600	630	97	15.4
Town Hall Bar	1171	16,807	14,300	4,064	28.4
GROSS INCOME		49,072	36,930	7,231	19.6
NET EXPENDITURE		95,874	109,750	27,830	43.8

ENVIRONMENT	Code	Original		Actual	
		Actual	Estimate	As At	%
		2016/17	2017/18	30-Jun	
		£	£	£	
Premises					
Maintenance of Allotments	4102	3,563	3,640	346	9.5
Dog Litter Bins	4324	5,000	6,000	0	0.0
Cemetery Upkeep of Grounds	4322	20,864	23,500	3,960	16.9
Street Furniture	4325	271	1,500	0	0.0
Rates	4105	7,381	7,890	2,375	30.1
Electricity	4103	909	800	448	56.0
Gas	4104	563	750	0	0.0
Water and Sewerage	4106	2,492	2,550	416	16.3
Capital Funding					
R & R Fund Cemetery	4830	5,000	5,100	1,275	25.0
Supplies and Services					
Equip, Tools & Materials	4320	1,296	1,360	59	4.3
Prot Clothing/Safety Equip't	4321	1,094	1,110	146	13.2
Promotions					
Newark in Bloom	4340	20,000	35,000	13,167	37.6
Green Flag/Heritage Site	4116		4,000	0	0.0
Keep Newark Tidy	4326		5,000	0	0.0
Vehicle & Machinery Costs	4309	12,012	11,000	3,724	33.9
Establishment Expenses					
Payroll Admin Expenses	4915	1,030	1,050	262	25.0
Consultancy: Personnel/Legal/ Audit	4137	1,300	1,200	300	25.0
Telephone	4028	2,543	2,500	673	26.9
Insurance	4129	4,818	4,920	1,230	25.0
GROSS EXPENDITURE		90,136	118,870	28,381	23.9
INCOME					
Allotment Rents	1350	5,820	5,000	111	2.2
Plinths/Memorial Tablets	1362	22,944	22,700	4,663	20.5
General Fees	1360	80,982	86,700	11,719	13.5
Newark in Bloom	1340	7,592	7,500	10,353	138.0
GROSS INCOME		117,338	121,900	26,846	22.0
NET EXPENDITURE		-27,202	-3,030	1,535	-50.7

PUBLIC CONVENIENCES	Code		Original	Actual	
		Actual	Estimate	As At	%
		2016/17	2017/18	30-Jun	
		£	£	£	
Employees					
Payroll: Gross	4900	96,314	96,000	18,494	19.3
National Insurance	4901	6,525	4,500	1,218	27.1
Superannuation	4902	7,967	8,500	1,242	14.6
Payroll Administration	4915	1,240	1,270	317	25.0
Premises					
Repairs and Maintenance	4601	5,007	5,200	451	8.7
Rates	4105	14,109	12,800	3,836	30.0
Electricity	4103	10,982	9,600	2,367	24.7
Gas	4104	1,765	1,840	377	20.5
Water & Sewerage	4106	4,760	4,900	3,138	64.0
Repairs & Renewals Fund	4860	5,000	5,000	1,250	25.0
Supplies & Services					
Materials Inc. Cleaning	4602/4640	4,065	4,260	418	9.8
Clothing and Uniform	4121	677	520	145	27.9
Contractual Services	4622	6,070	6,240	0	0.0
Establishment Expenses					
Telephone Costs	4028	954	820	306	37.3
Consultancy	4137	650	600	150	25.0
Health & Safety Consultancy	4138	750	750	0	0.0
Insurance	4129	1,769	1,800	450	25.0
GROSS EXPENDITURE		168,604	164,600	34,159	20.8
INCOME					
Vending & Weighing Machines	1635/40	25	30	11	36.7
St Marks Charges	1620	7,028	6,000	2,374	39.6
London Road & Tolney Lane Charges	1619	117	8,000	2,634	32.9
Rents Tolney Lane Kiosk	1621	3,725	3,720	621	16.7
Rents London Road Kiosk	1622	6,950	6,950	1,159	16.7
NSDC - SLA	1650	41,170	32,170	8,043	25.0
GROSS INCOME		59,015	56,870	14,842	26.1
NET EXPENDITURE		109,589	107,730	19,318	17.9

LEISURE & ECONOMIC DEV	Code 501	Original		Actual	
		Actual	Estimate	As At	%
		2016/17	2017/18	30-Jun	
		£	£	£	
Promotions					
Christmas Lights Displays	4725	56,969	57,740	0	0.0
Christmas Lights Promotions	4726	16,872	17,270	0	0.0
General	4745	2,104	1,940	2,760	142.3
Museum/Civic Regalia					
Museum Revenue	4770	2,609	2,650	1,273	48.0
Museum Acquisitions	4772	2,040	2,080	0	0.0
Museum Insurance cover	4129	6,831	6,970	1,743	25.0
Arts & Entertainment Programme					
Band Concerts/Summer Picnic	4720	8,583	9,360	85	0.9
Violin School Event	4722	250	250	0	0.0
Newark Festival	4723	60,260	60,000	60,000	100.0
Festival Programme Events	4718		9,000	0	0.0
Newark Half Marathon Grant	4051	1,000	1,000	0	0
Queens Birthday		1,050			
Twinning/Friendship Links					
Civic Twinning	4750	1,037	1,060	0	0.0
Friends Support Groups	4760	250	250	0	0.0
Admin. Expenses					
Consultancy: Personnel/Legal/I					
Audit	4137	10,600	10,400	2,600	25.0
Payroll Admin	4915	620	630	157	24.9
GROSS EXPENDITURE		171,075	180,600	68,618	38.0
INCOME					
Sunday Band Concerts	1720	2,517	600	0	0.0
Christmas Lights	1726	2,035	2,100	0	0.0
Museum	1770	2,717	1,020	188	18.4
GROSS INCOME		7,269	3,720	188	5.1
NET EXPENDITURE		163,806	176,880	68,430	38.7

REPAIRS AND RENEWALS FUNDS 2017/18

	Balance 31.03.2017	Contrib. 2017/18	Expenditure at 30.06.17	Projects	Estimated Expend	Estimated Balance 31.03.2018
	£	£	£			£
ALLOTMENTS						
	4,474			Miscellaneous	-500	
						3,974
CEMETERY:						
	52,761	5,100		2017/18 Revenue provision		
				Tree Works	-5,000	
						52,861
INFORMATION TECHNOLOGY	11,850	1,000		2017/18 Revenue provision		
				Markets Transfer	-5,000	7,850
				Miscellaneous	-500	
OFFICE EQUIPMENT	6,593	970		Markets Transfer	-5,000	
				2017/18 Revenue provision		2,063
MARKET PLACE	17,985					
		10,400		2017/18 Revenue provision		
				Drainage Channels	-3,000	
				Market Repairs General	-5,000	
			-17,000	Market Stalls Equipment		3,385
PUBLIC CONVENIENCES	5,900	5,000		2017/18 Revenue provision		10,900
PARKS & PLAYING FIELDS	32,227		-5,900	Tolney Lane/Arena Play area	-24,100	
		12,240		2017/18 Revenue provision		
				Seat Refurbishment	-5,000	
						9,467
PARKS SHERWOOD AVE.	11,756			MUGA Fencing & Surfacing	-10,000	
		3,890		Boundary Railings	-3,000	
				2017/18 Revenue provision		2,646
PARKS PRIVATE ESTATES PLAY AREA	7,420	1,240		2017/18 Revenue provision		8,660
Totals	150,966	39,840	-22,900		-66,100	101,806

RESERVE FUNDS 2016/17 & 2017/18

	Balance 31.03.2017	Contrib. 2017/18	Exp. at 30.06.17	Projects	Estimated Expend	Estimated Balance 31.03.2018
	£	£	£			£
CAPITAL RECEIPTS						
	1,517,017			Town Hall External Repairs	-50,000	
			-200,000	Leisure Centre		
				Sports Hub	-447,060	
				Fountain Gardens & Friary Gardens	-100,000	
			-2,440	Toilet Improvements	-17,560	
			-14,000	Market Stalls		
				Statue Relocation	-5,000	
			-23,596	Transit Truck		
				Cemetery Improvements	-40,000	
				Built Environment Grants & Signage Strategy	-15,000	
						602,361
DORIS BAINBRIDGE INVESTMENT FUND	0			Band Concerts 2017/18	-600	
				Investment Interest	600	
						0
ELECTIONS						
	813					
		10,000		2017/18 Revenue provision		10,813
RISK MANAGEMENT						
	2,593					
			-1,647	Cemetery CCTV		946
TOWN HALL						
	201,840	30,710		2017/18 Revenue provision		
		24,560		2017/18 Revenue provision		
				Ballroom Decoration & Lighting	-6,000	
				Miscellaneous Repairs	-5,000	
			-33,914	External Repairs	-202,086	
						10,110
DEVOLUTION RESERVE						
	48,524	5,000		2017/18 Revenue provision		
						53,524
MUSEUM						
	8,808					
		2,080		2017/18 Revenue provision		
				New Acquisitions	-2,500	
						8,388
NEIGHBOURHOOD PLAN						
	80,000			Plan Production	-25,000	
						55,000
Totals	1,859,595	72,350	-275,597		0	-915,206
						741,142

SECTION 106 AGREEMENTS 2016/17 & 2017/18

	Balance 31.03.2017	Contrib. 2017/18	Expenditure at 30.06.17	Projects	Estimated Expend	Estimated Balance 31.03.2018
	£	£	£			£
COMMUNITY INFRASTRUCTURE LEVY	7,572					
		5,321		CIL INCOME 2017/18	7,500	
				CIL INCOME 2016/17		
				Town Centre Signage	-20,000	393
SHELTON AVENUE	269					
			-135	Revenue Expenditure		134
GRANGE ROAD	31,271					
			-3,402	Revenue Expenditure		27,869
FARNDON ROAD DE HAVILLAND WAY	3,701					
			-925	Revenue Expenditure		2,776
NEWBURY ROAD OPEN SPACE & PLAY AREA	81,759					
			-16,352	Revenue Expenditure		65,407
NEWBURY ROAD CAPITAL	53,845					
						53,845
AUTUMN CROFT	45,000					
			-5,000	Revenue Expenditure		40,000
WINTHORPE ROAD	666					
			-666	Revenue Expenditure		0
BARNBY ROAD	22,895					
			-2,069	Revenue Expenditure		20,826
MAPLE LEAF PUB	2,535					
						2,535
Totals	249,513	5,321	-28,549		-12,500	213,785

FINANCE & GENERAL PURPOSES COMMITTEE

SUBJECT:	TOWN TWINNING
REPORT BY:	TOWN CLERK

1. Recommendations

Members are asked to consider the invitation received for the Town Mayor to attend twinning celebrations in Sandomierz and, if approved, decide upon the official delegation for this visit and approve the estimated expenditure as set out in the report.

2. Background

2.1 Newark Town Council has recently been invited by the Town Mayor of Sandomierz to attend a celebration of the 10th anniversary of the twinning agreement between our two towns in September.

The event is scheduled to take place from 14-19 September, the full itinerary is not yet known but will include a formal event to recognise the anniversary of the twinning agreement.

Sandomierz have invited an official delegation of up to six people to attend, comprising four from the Town Council and two from the Twinning Association.

If the Town Council wishes to be represented at the event the official delegation is usually made up of the Town Mayor, their Escort and the Town Clerk.

I anticipate that the travel costs would be around £375 for such a delegation; it is usual for the accommodation costs to be met by our hosts.

3. Financial, Legal, Equality & Risk Issues

The cost of the proposed twinning visit is estimated to be around £500 and can be met from the approved Twinning budget of £1,060.

Background Papers:	Letters of invitation.
Lead Officer:	<p>Alan Mellor Tel: 01636 684801 Email: alan.mellor@newark.gov.uk</p>

FINANCE & GENERAL PURPOSES COMMITTEE

SUBJECT:	APPOINTMENTS TO SUB-COMMITTEES
REPORT BY:	TOWN CLERK

1. Recommendations

1.1 That Members consider the composition and membership of the Personnel Sub-Committee for the 2017/18 civic year.

2. Background

2.1 In accordance with previous practice, Members are requested to consider the appointment of representatives to the Personnel Sub-Committee.

2.2 The traditional practice of the Town Council has been to appoint Members to Sub-Committees to reflect political balance, the current position is set out below:

Conservative Group – 12 Councillors

Labour – 2 Councillors

Non-Aligned Independent – 4 Councillors

Whilst the political balance rules are not mandatory for Town & Parish Councils, it has been the accepted practice that they are adhered to as far as possible when appointing Members to Committees or Sub-Committees.

If the size of the Sub-Committee remains at five, political balance would give the following composition:

Conservative Group – 3 Councillors

Labour – 1 Councillor

Non-Aligned Independent – 1 Councillor

3. Financial, Legal, Equality & Risk Issues

3.1 None.

Background Papers:	None.
Lead Officer:	Alan Mellor Tel: 01636 684801 Email: alan.mellor@newark.gov.uk

FINANCE AND GENERAL PURPOSES COMMITTEE

SUBJECT:	ALLOTMENT RENTS REVIEW
REPORT BY:	DEPUTY TOWN CLERK

1. Recommendations

1.1. Members consider a review of Allotment Fees & Charges as set out below to take effect from 1st October 2018.

2. Allotment Rents

2.1 Allotment fees are reviewed annually, any proposed increase in the charges set must be notified in writing to allotment holders not less than 365 days from the date of such an increase. Allotment tenancies run from 1st October each year, to coincide with the growing season, and the next price change is due to be effective in October 2018 therefore a review is due now.

2.2 The rent due to be introduced in October 2017 is 14.0p per square metre, and the annual cost of an average plot (300 sq. metres) is therefore £42; this represents an increase of 4.5% as recommended by this Committee in July of last year. Comparisons have been made with current rents charged for a 300m² plot at neighbouring Councils, and these are set out below:

Mansfield D. C.	£40.00 No increase since last year
Ashfield D.C.	£54.45 2% increase since last year
Gedling B. C.	£99.00 4% increase since last year
Stamford	£42.50 No increase since last year
Bourne	£30.00 No change since last year
Newark Town	£42.00 4.5% increase since last year
Balderton	£25.00 No increase since last year

2.3 The average cost per plot of the above sample is £48.50 which is higher than the Town Council’s current charges. A report published by Leicester University in 2011 advised that the average allotment rent on a National scale was at that time, £0.15/m². The Town Council is therefore charging under the ‘market’ rent when compared to nearby Councils and at a national level. I would suggest therefore that Members consider an increase at or above the current rate of inflation to keep the charges, at least, in line with the current rents levied by nearby Councils. The current average rent equates to a charge of £0.81p per week.

The National Statistics Office quotes an annual inflation rate of 2.7% for the 12 months prior to May this year. Bearing in mind the price increase under consideration is to cover the

period October 2018/September 2019, I would suggest that in considering future rents Members should consider an increase of 3% as being the minimum level.

The table below sets out a range of possible % increases together with the resulting annual charge.

Proposed percentage increase	Proposed price per m2	Proposed cost of 300m2 plot
3%	14.42p	£43.26 per annum
4%	15.56p	£43.68 per annum
5%	14.70p	£44.10 per annum
6%	14.84p	£44.52 per annum

It is suggested that the agreed percentage price increase should also be applied to rotavator hire and associated fees.

2.4 Last year Members agreed to raise the age limit for the Discretionary Rent Policy from 60 to 65 years of age. This entitles tenants to a 20% rent reduction.

This change was only for new tenants and I can report that there have been no issues arising from this change.

2.5 There are currently no significant numbers of people waiting for an allotment which suggests that demand and supply are roughly in balance. It is not felt that the current level of rent charges is a disincentive to potential new allotment holders and therefore the possible increases identified above will not significantly impact on the level of demand.

3. Financial, Legal, Equality & Risk Issues

3.1 A price increase above the rate of inflation will maintain or slightly increase the income from allotment rents in real terms. To put this into perspective an increase of 3% will deliver less than £150 additional income per annum, based on the current years' income estimate of £5,000.

Background Papers:	None
Lead Officer:	James Radley Tel: 01636 684803 Email: james.radley@newark.gov.uk

FINANCE & GENERAL PURPOSES COMMITTEE

SUBJECT:	PARKS & OPEN SPACES SERVICE LEVEL AGREEMENT
REPORT BY:	TOWN CLERK

1. Recommendations

1.1 Members are asked to consider:

- (i) Approving a one or three year extension to the Parks & Open Spaces Service Level Agreement,
- (ii) Subject to (i) above approve the suspension of Standing Order 37 relating to Tenders & Contracts, on the basis that this action is in the best economic interest of the Town Council and recommend such to the Full Town Council.

2. Background

2.1 Included within the Devolution Agreement was a Service Level Agreement (SLA) for the ongoing management & maintenance of the Parks & Open Spaces which were transferred to the Town Council in April 2015.

This SLA has worked satisfactorily over the last two years; it continues to provide an acceptable level of performance and enables the Town Council to have access to and support from the District Council’s Grounds Team to assist in the management of all the sites.

2.2 The original SLA was for a three year term which will expire on 31st March 2018. The current payment made for the service is £168,489; this represents a 10% reduction from the original annual payment as agreed back in 2015.

The SLA includes a six month notice period, therefore a decision with regard to the arrangements to take effect from 1st April 2018 needs to be taken and served before the end of September.

2.3 The Devolution Agreement also made provision for an annual review meeting to be held between the two Councils.

A meeting was held recently, in May, attended by the Chairman of this Committee and myself together with the following representatives from the District Council: the Leader, Chief Executive and Deputy Chief Executive.

The position of this SLA was discussed and it was agreed that an extension of the contract for a further year was in the best interests of both Councils.

2.4 To put this into context the Town Council doesn’t have the necessary infrastructure to undertake this activity in its own right. The amount of investment that would be required in vehicles, mowers and other equipment would make the transfer to an in house delivery financially prohibitive. In addition the Town Council doesn’t have the necessary buildings and storage facilities which would be needed to accommodate the above.

It was accepted that splitting the current Grounds Team would probably result in a position that would leave both Councils in a position of not having a viable section that could deliver a

resilient service.

- 2.5 The District Council has subsequently offered to extend the SLA for a further three years, this to include an annual increase to cover inflation.

This offer does provide an attractive option; giving a longer period of certainty for the delivery of the service, enabling the Town Council to focus on issues which are of greater importance.

Whilst I am not able to advise on the cost of the SLA compared to other possible providers of the service, it is based on the actual cost incurred by the District Council at the time of the transfer in 2015.

There are alternative suppliers of this type of service but to undertake a competitive tender exercise for this service would, in itself be a major piece of work and would probably require assistance from external consultants.

- 2.6 In order to formalise the position of this contract, if Members are minded to extend it for a further period 1 or 3 years, then I would ask that Members also approve the Suspension of Standing Order 37 relating to Tenders & Contracts, on the basis that this action is in the best economic interest of the Town Council. This should be a recommendation to the Full Town Council.

3. Financial Legal, Equality & Risk Issues

- 3.1 Contained in the report.

Background Papers:	None
Lead Officer:	Alan Mellor Tel: 01636 684801 Email: alan.mellor@newark.gov.uk

FINANCE & GENERAL PURPOSES COMMITTEE

SUBJECT:	DESTINATION MANAGEMENT PLAN
REPORT BY:	TOWN CLERK

1. Recommendations

1.1 Members are asked to consider approving a maximum contribution of £10,000 towards the Destination Management Plan which has been commissioned by the District Council.

2. Background

2.1 The District Council have recently commissioned some consultancy support to undertake a piece of work aimed at maximising the economic benefits of tourism and heritage to Newark.

The work is specific to Newark not the wider District Council area, whilst realising that there are benefits that can be realised through signposting visitors between Newark and the tourism offers in the rest of the District, particularly Southwell.

A copy of the Terms of Reference is attached at Appendix 1.

2.2 The remit includes an assessment of how the Town Council's facilities contribute to Newark's tourism offer. In particular the role played by the Town Hall and Museum, the Market and the Market Place as a public space.

As such this work can be of considerable benefit to the Town Council in the way that the above services are currently provided and marketed.

In addition there are potentially wider economic benefits to the town if more visitors and tourists can be attracted into Newark.

2.3 The total cost of this work is expected to be around £40,000, the District Council have asked if the Town Council is willing to contribute a sum of £10,000 towards the work.

If Members agree that this work is of specific benefit to the Town Council, as well as for the wider town, then it can be met from the approved Consultancy budget which totals £20,000.

If Members agree with this request I would suggest that the contribution be set at a maximum of £10,000, or 25% of the final cost if it is less than the estimated £40,000.

3. Financial Legal, Equality & Risk Issues

3.1 Contained in the report.

Background Papers:	None
Lead Officer:	Alan Mellor: 01636 684801 Email: alan.mellor@newark.gov.uk

Newark Destination Management Plan**Statement of Requirements:****Maximising the economic benefits of Newark's heritage and visitor offer****Introduction**

The Visitor Economy has been identified by the Local Enterprise Partnership (D2N2) as a key sector with real potential for growth. Within Newark and Sherwood the sector offers short, medium and long term opportunities to increase economic prosperity.

The plan for growth responds directly to the strategic aims and objectives in the D2N2 Economic Strategy and sets out an action plan to achieve positive outcomes and contribute to the overarching target of creating 55,000 jobs by 2023.

As of December, 2012, tourism industries accounted for 2.7-million jobs in England (10% of the total). These included 1.2-million full-time jobs and 1.1-million part-time jobs. Domestic and inbound visitors spent more than £84-billion in 2012.

A strong visitor economy plays a significant role in the economic vibrancy of Newark and Sherwood with two distinct offers within the area. The Newark offer (incorporating Southwell) and the Sherwood offer. This piece of work relates solely to Newark, but it should be recognised that there are opportunities and benefits to signposting visitors to between the two offers.

The Newark context

Newark is rich in heritage and historical assets and stories. Newark's role in the English Civil War in the 17th Century led to it becoming the home of the country's first and only National Civil War Centre in May 2015. The offer was enhanced in 2016 by the physical integration with the neighbouring Palace Theatre and the creation of a Visitor Information Centre within the site. The town also boasts an historic castle, civic museum, one of the finest market squares anywhere in England, Civil War earthworks and a significant independent retail offer with restaurants, places to see and stay.

The town has benefitted from Heritage Lottery Fund investment in the National Civil War Centre. At the current time, the Council is also considering further investment in the Visitor Centre at the Sconce and Devon Park, which is home to the Queen's Sconce. The District Council owns and operates all three sites under differing management structures and whilst the coordination of activity is improving, there is scope to do things differently. The Council has a tourism function and budget which again sits under a different management structure.

Within the town, the Town Council operates a civic history museum which sits within the historic setting of Newark Town Hall, an 18th Century Grade I listed building, which is shortly to undergo a significant restoration project. And the Town Council also owns and operates the Market Square, which lends itself as a fantastic backdrop to events and activities, whilst the St Mary Magdalene Church sits just off the Market Place.

The Requirements

Newark and Sherwood District Council is seeking professional consultancy support to deliver a number of outcomes. Successful delivery will require an intimate knowledge of the town and its assets, which will add value in terms of detailed understanding of the assets, stakeholders, stories and opportunities, which would not

be immediately present in a consultant who was not familiar with the area. The consultant will need to be able to demonstrate destination management expertise and experience and be able to add further value in terms of contacts and relationships they may have that can open up funding opportunities. The consultant will have the necessary gravitas and political savvy to work with politicians and officers within the district and town councils and be able to appropriately engage and influence a range of stakeholders including, but not exclusive to, the local Heritage Forum and Town Team, the Heritage Lottery Fund, Arts Council, Visit England, business community and other partnerships as may be appropriate. The consultant would report directly to the district council's Director Customers.

Outputs required

The Consultant would deliver a range of outputs to maximise the economic benefits of Newark's heritage and visitor economy. The outputs would be:

1. A Destination Management Plan

This would include:

- A review of the existing offer, audit and SWOT analysis
- Benchmarking against other places, ideally similar to Newark, to understand performance and scope for improvement (An imminent feasibility study into options for the regeneration of the Buttermarket and Town Hall will provide some key data on visitor analysis)
- A market review looking at visitor, socio-economic and technology trends

2. A Tourism Product Development Plan which is defined and fit-for-purpose

This would include:

- A review of the National Civil War Centre in terms of making the most from current activity, including CRM promotion to new and existing visitors, pricing strategy and links to other attractions within the town. This could lead to a further review of management arrangements and budgets
- An assessment of the Newark museum gallery within the NCWC and whether this could be better housed elsewhere in town with an understanding of the Newark Town Hall development aspirations and implications for the collections
- An assessment of Newark Castle, its current and future events and visitor offer and whether this could be better integrated with other assets in the town's offer
- An assessment of Newark Market Square and its potential to tell Newark's stories and host events which could be integrated within an integrated visitor offer
- Understanding the current strategy around town events and festivals such as the annual re-enactment and how opportunities could be maximised, leading to an Events Strategy
- Understanding tourist information in terms of signage, connectivity and co-promotion and whether this could be improved
- Understanding opportunities from non-council owned buildings such as the Corn Exchange, as well as natural assets such as the River Trent and whether more could be done to integrate within the visitor offer.

3. Define and seek agreement from stakeholders of the Newark visitor offer through collaborative engagement

This would include:

- Defining the priority stories to promote

- Establishing connectivity to the wider Newark and Sherwood, county and national offer
4. **Identify the market potential of the offer, opportunities for future development and visits and the resources required to fully exploit the market potential of:**
 - Day visits
 - Overnight visitors
 - Coach trip stopover/destination visits
 - Inbound international (ExploreGB)
 - Partnerships and collaboration with the town, wider district, county, neighbouring counties and thematics
 5. **Devise a plan for promoting Newark, to increase awareness of its offer**

This would include an assessment of:

 - How and who is best placed to do this
 - Role of Visit Newark
 - Collaborations and partnerships
 6. **Identify potential funding opportunities and devise a long-term co-ordinated Heritage Strategy and Action Plan to present to potential funders**

This would a strategy and action plan agreed by stakeholders with funders including:

 - Newark Town Business Improvement District
 - HLF
 - Arts Council
 - Visit England/Britain - the Discover England Fund
 - Trusts and Foundations (albeit funding opportunities would be limited by the current operating status of the assets as most funders would look for independent Trusts)
 7. **Assess how available funding could be prioritised and best deployed to achieve the outcome of maximising the economic benefits of the heritage and visitor offer**
 8. **A recommended development plan based on short, medium and long-term aspirations that we should be seeking to put in place.**

Time and costs

It is envisaged that the outputs will be delivered over a six-month period. Consultants are able to submit a total number of days to complete the works or a fixed number of days per week. Given the requirement to work closely with officers, in particular, a fixed number of days per week or month over six-months is preferred.