

# Agenda

## Overview and Scrutiny Committee

Date: **Monday 13 January 2025**

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Time: **5.30 pm**

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Place: **Council Chamber**

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# Overview and Scrutiny Committee

## Membership

**Chair** Councillor Catherine Pope

**Vice-Chair** Councillor David Brocklebank

Councillor Roy Allan  
Councillor Lorraine Brown  
Councillor Jim Creamer  
Councillor Andrew Dunkin  
Councillor Rachael Ellis  
Councillor Roxanne Ellis  
Councillor Darren Maltby  
Councillor Grahame Pope  
Councillor Kyle Robinson-Payne  
Councillor Sam Smith  
Councillor Russell Whiting

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## **Role of the Overview and Scrutiny Committee:**

- a) Hold the Executive to account
  - Review the performance and decisions of the Executive
  - Review the Council's progress in achieving policy aims and performance targets
  - Review the performance of individual services
- b) Develop and review policy
  - Help the Council and the Executive develop policy by studying issues in detail
  - Carry out research and consultation on policy
- c) Call-in Executive decisions
  - Exercise the right to call in decisions made by the Executive, but not yet implemented, if there is a need for the decision to be reviewed

d) Hold others to account

- The Overview and Scrutiny Committee can hold other public service providers to account for their activities and performance
- Undertake an annual review of the work of the Local Crime and Disorder Reduction Partnerships

## **AGENDA**

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| <b>1</b>  | <b>Apologies for absence</b>  |                  |
| <b>2</b>  | <b>To approve, as a correct record, the minutes of the meeting held on 18 November 2024</b>                                       | <b>5 - 10</b>    |
| <b>3</b>  | <b>Declaration of interests</b>   |                  |
| <b>4</b>  | <b>Programme of Portfolio Holder attendance</b><br>Report of the Democratic Services Manager                                      | <b>11 - 20</b>   |
| <b>5</b>  | <b>Partnership review - Jigsaw Homes</b><br>Report of the Democratic Services Manager   | <b>21 - 22</b>   |
| <b>6</b>  | <b>Corporate risk management scorecard Q2 2024-25</b><br>Report of the Chief Finance & S151 Officer                               | <b>23 - 43</b>   |
| <b>7</b>  | <b>Gedling Plan Q2 performance 2024/25 report</b><br>Report of the Senior Leadership Team   | <b>45 - 129</b>  |
| <b>8</b>  | <b>Complaints update</b><br>Report of the Deputy Chief Executive and Monitoring Officer   | <b>131 - 158</b> |
| <b>9</b>  | <b>Update report and interim recommendations of the funding review working group</b><br>Report of the Democratic Services Manager | <b>159 - 168</b> |
| <b>10</b> | <b>Scrutiny work programme</b><br>Report of the Democratic Services Manager   | <b>169 - 171</b> |
| <b>11</b> | <b>Any other item which the Chair considers urgent</b>  |                  |

## MINUTES OVERVIEW AND SCRUTINY COMMITTEE

**Monday 18 November 2024**

Councillor Catherine Pope (Chair)

Councillor David Brocklebank	Councillor Darren Maltby
Councillor Roy Allan	Councillor Grahame Pope
Councillor Andrew Dunkin	Councillor Kyle Robinson-Payne
Councillor Rachael Ellis	Councillor Sam Smith
Councillor Roxanne Ellis	Councillor Russell Whiting

Apologies for absence: Councillor Lorraine Brown and Councillor Jim Creamer

Officers in Attendance: M Hill, B Hopewell and E McGinlay

Guests in Attendance: A Crosbie

### **73 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS.**

Apologies for absence were received from Councillors Brown and Creamer.

### **74 TO APPROVE, AS A CORRECT RECORD, THE MINUTES OF THE MEETING HELD ON 30 SEPTEMBER 2024.**

#### **RESOLVED:**

That the minutes of the above meeting, having been circulated, be approved as a correct record.

### **75 DECLARATION OF INTERESTS.**

Councillor Rachael Ellis declared a non-pecuniary interest as a trustee of the Gedling Play Forum. Councillor Roxanne Ellis declared a non-pecuniary interest as Vice-Chair of the management committee of Gedling Play Forum. Councillor Whiting declared a non-pecuniary interest, having a family membership of Gedling Play Forum.

### **76 PARTNERSHIP REVIEW - GEDLING PLAY FORUM**

The Chair welcomed Anne Crosbie from Gedling Play Forum to the committee as part of the Council's partnership review programme.

Anne gave an overview on the key areas of their work at Gedling Play Forum, highlights of which were as follows:

Members viewed a video which showed images of the craft workshops hosted by the Gedling Play Forum. Some photos showed the Gedling Play Forum also held craft stalls at other events as well.

It was noted that Gedling Play Forum had held various events over the last 12 months, some of which included the Calverton Village Get Together, Calverton Family Fun Day, Gedling Gala, Chinese New Year at the Civic Centre, and a Lantern Workshop at St Paul's.

Members noted that Gedling Play Forum also offered various Skill Sharing Workshops on Rust Dyeing, Beaded Kumihomo, Rag Rugging, Boxes and Books, Sustainable Sewing, Alterations and Patterns Masterclass and more.

Anne detailed the various partners that worked alongside the Gedling Play Forum, some of which included Positively Empowered Kids, Calverton Parish Council, St Georges Centre, Emmanuel Church Community Kitchen, The Ark, Phoenix Farm Methodist Church, Gedling Library and more.

The Chair then gave Members the opportunity to ask questions of the Gedling Play Forum.

Members asked what the annual running cost of the Gedling Play Forum were.

It was noted that the annual running costs were around £25,000 per year, including salaries.

Members noted that the Gedling Play Forum required a new van and asked how they intended to acquire one.

It was noted that the Gedling Play Forum had submitted a funding bid with Awards For All with the goal of acquiring a second hand electric van, matching their ethos and ambitions with green energy.

Members asked whether the Gedling Play Forum had worked with any schools in the area.

The Gedling Play Forum had worked with Lambley Primary and Arno Vale Primary Schools in the past but agreed that they would like to work closer with schools going forward.

Members queried how the Gedling Play Forum had publicised their work and whether this would be expanded.

The Gedling Play Forum primarily used their social networking groups and had recently published a new website which had seen a lot of traffic. It was noted that their skillsets were not best suited to publicity and training was required in which they had received some funding to help with training.

Members asked how many people on average the Gedling Play Forum helped each year.

It was noted that they had a membership of approximately 500 families across the borough which could extend to around 7000 people via events and Membership.

**RESOLVED:**

To thank the Gedling Play Forum for attending the meeting and the information provided.

**77 SECTION 21 NOTICE UPDATE.**

The Housing and Welfare Manager introduced a report, which had been circulated in advance of the meeting, providing an overview of the current homelessness situation in the borough and the impact of Section 21 notices.

A presentation was given, highlights of which were as follows:

It was noted that the Homeless Reduction Act had been introduced in 2017 which allowed Council to try and prevent people from becoming homeless. It was then noted that although the act was introduced, homeless applications continued to increase with Section 21 notices being the second most common reason for causing homelessness in the borough.

Members noted that there had been an increase in temporary accommodation (TA) placements, which fell in line with the increase in homeless applications.

It was noted that the council allocated social housing applications via a banding system, based on priority need. Members noted that the waiting list had increased from 543 in October 2021 to 768 in October 2024.

It was noted the current pressures on the Council's housing department, some of which included:

- The country is in the middle of a housing crisis.
- The council doesn't own its own housing stock.
- Increased demand for affordable housing.
- Cost of private rented sector.
- Increased demand for temporary accommodation.

- Low turnover of existing social housing stock.

Members noted what the Council had been doing to address the current pressures. Some of which included:

- Drafting of a new 5-year Housing Strategy.
- Additional staff resources, including specialist refugee officer.
- Reviewing the Council's Allocations Policy.
- Negotiating larger and adaptable homes on new housing sites.
- Operating a Sanctuary scheme to enable households at risk of violence to remain safely in their homes.

The Chair then gave Members the opportunity to ask questions.

Members queried whether the council had considered whether they expected an increase in Section 8 notices following the abolition of Section 21 notices.

The Housing and Welfare Manager agreed that landlords might pursue other means of evicting tenants and would be monitored.

Members noted that there had been an increase in evictions since the announcement that Section 21 notices would be abolished, asking whether the Council had made any preparations for the potential increase in homelessness following the increase in evictions.

The Housing and Welfare Manager highlighted that there had not been an increase in evictions in the borough following the announcement and had not made any preparations at present.

Members queried how successful the council had been with working with developers to secure larger social housing properties to reduce those with larger families being placed in bed and breakfast accommodation.

The Housing and Welfare Manager explained that the council had not placed larger families in bed and breakfast for prolonged periods of time, noting that there were no overcrowding policies in temporary accommodation so the council would initially try to place larger families in TA before moving them on to more suitable, permanent accommodation. It was noted that the council received 10% social housing on new developments with the goal of negotiating larger properties going forward.

Members noted the increase in homeless applications since 2017, and asked whether the council had analysed the impact of the Covid-19 pandemic and subsequent lockdowns.

The Housing and Welfare Manager explained that an analysis on the impact of the pandemic had not been conducted but noted that as with



all homeless applications, the reasons for their homelessness would vary from case to case.

Members queried whether the Council checked whether a member of the public are ex-service personnel and could be entitled to help from the Royal British Legion.

The Housing and Welfare Manager confirmed that they conduct checks on applicant history and would present their options as part of the advice given.

**RESOLVED:**

To thank the Housing and Welfare Manager for the information provided.

**78 UPDATE ON SEWERAGE REVIEW RECOMMENDATIONS.**

The Democratic Services Manager introduced a report, which had been circulated in advance of the committee, detailing the implementation of the sewerage review working group recommendations.

**RESOLVED:**

To note the report.

**79 SCRUTINY WORK PROGRAMME**

The Democratic Services Manager introduced a report, which had been circulated in advance of the meeting, providing and update on the scrutiny work programme.

Members expressed an interest in receiving a report on the effectiveness of hybrid working at the meeting in July 2025. It was noted that staff feedback on hybrid working would also be of interest.

**RESOLVED:**

To note the report.

**80 ANY OTHER ITEM WHICH THE CHAIR CONSIDERS URGENT.**

None.

The meeting finished at 6.55 pm

Signed by Chair:  
Date:



## **Report to Overview and Scrutiny Committee**

**Subject:** Programme of portfolio holder attendance

**Date:** 13 January 2025

**Author:** Democratic Services Manager

### **Purpose**

To consider the area of responsibility of Councillor Jenny Hollingsworth, Deputy Leader of the Council and Portfolio Holder for Sustainable Growth and Economy, as part of the programme of holding the executive to account.

### **Recommendation(s)**

#### **That the Overview and Scrutiny Committee:**

- 1) Considers, asks questions and makes comment on the information provided and
- 2) Discusses any topics for potential inclusion in the future work programme;

## **1 Background**

At the 26 April 2021 Overview and Scrutiny Committee, members agreed to continue with a programme of attendance by portfolio holders, and relevant officers, at committee. Areas of performance, within each portfolio for examination, would be identified, and questions for portfolio holder submitted in advance of each meeting. 'Ad hoc' questions could also be put forward at the meeting itself.

Non-executive members would also be invited to submit questions for the portfolio holder.

## **2. 2024/2025 programme of portfolio holder attendance**

Councillor Jenny Hollingsworth, Deputy Leader of the Council and Portfolio Holder for Sustainable Growth and Economy, is attending the committee to give members the opportunity to examine her areas of responsibility which includes the below:

Councillor Jenny Hollingsworth – Deputy Leader of the Council and Portfolio for Sustainable Growth:

- Planning policy, development management, building control and land charges
- Strategic development framework, including transport and community infrastructure, walkways and cycle-paths
- Strategic housing and addressing empty homes
- Business growth, economic development, and inward investment
- Workforce development, employment and skill opportunities
- Town and local centre economy

The report detailing performance indicators for quarter 2 of 2024-25 is attached at appendix 1 to the report.

**3 Financial implications**

There are no financial implications arising from this report.

**4 Legal implications**

There are no legal implications arising from this report.

**5 Equalities implications**

There are no equalities implications arising from this report

**6 Carbon reduction/sustainability implications**







There are no carbon reduction/sustainability implications arising from this report.


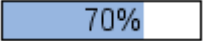

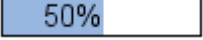

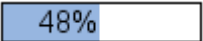

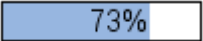
**7 Appendices**




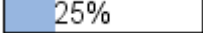

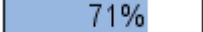
Appendix 1: All portfolio performance information

## Quarter 2 Performance Report

### Portfolio Owners Sustainable Growth and Economy


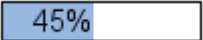
Title	Service Area	Status	Completion Date	Progress Bar	Notes
Deliver the Gedling Employability Programme to schools across the Borough	Housing, growth and regeneration		31-Mar-2025	<div style="width: 35%;"><div style="width: 35%;"></div></div> 35%	Events have been carried out as per expectation with productive relationships across schools.
Undertake a strategic review and condition survey of council-owned community centres and pavilions.	Assets and facilities manager		31-Mar-2025	<div style="width: 60%;"><div style="width: 60%;"></div></div> 60%	Condition surveys in place for most of these properties. The wider strategic review needs to tie in with the Asset Management Strategy which is being considered.
To manage the delivery of the UKSPF Transform Your Future project with the Futures Group	Housing, growth and regeneration		31-Mar-2025	<div style="width: 40%;"><div style="width: 40%;"></div></div> 40%	After a slow start with mobilisation challenges performance is now working toward agreed expectations
Support and coordinate ongoing compact with NTU	Workforce		31-Mar-2025	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	We have provided 3 supported internships from NTU, which has been very successful in providing valuable working experience across a number of departments this year.
Ensure effective management and oversight of UKSPF Business Support contracts	Housing, growth and regeneration		31-Mar-2025	<div style="width: 40%;"><div style="width: 40%;"></div></div> 40%	Progress is being monitored through monthly reviews with both the EMC and NCC to highlight success and risks with performance. Performance is on track with expectations and being reported to our UKSPF programme manager for monitoring
Identify the opportunities to drive investment in the Borough and new business opportunities	Housing, growth and regeneration		31-Mar-2025	<div style="width: 25%;"><div style="width: 25%;"></div></div> 25%	We are currently drafting specifications for a Visitor Economy, Heritage Strategy and Economic Growth Plan before going out to consultation. The three documents should create a legacy from UKSPF




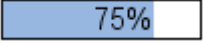
					funding and provide an opportunity to grow inward investment to the Borough from partners and stakeholders
Complete the development and market the AMP Enterprise Centre funded by UKSPF grant	Housing, growth and regeneration		31-Mar-2025		Project on programme and budget to be delivered and operational in the autumn 2024.
Complete the development and market 4 additional industrial units at Hill Crest Business Park	Housing, growth and regeneration		31-Mar-2025		The Hill Crest Business Park extension business case approved by D2N2 and the construction contract is being finalised.
To develop a viable masterplan and scheme for Arnold north.	Housing, growth and regeneration		31-Mar-2025		Ambition Arnold Baseline Review and Visionary Masterplan consultation completed, and a report is scheduled for Cabinet to approve the plans. Work is underway to develop a viable business case for the north of Arnold Town Centre that is to be completed in Q4
Page 14  Identify and implement measures to improve the viability and sustainability of the Arnold Market	Housing, growth and regeneration		31-Mar-2025		Public Realm works at Eagle Square have been completed to improve accessibility, also new market stall canopies have been purchased and installed. Public consultation has been completed with the public, businesses and stall holders that supports the permanent relocation of the Arnold Market at Eagle Square. A report is scheduled for Cabinet in December that is to be subject to relevant permissions (planning and licencing). Ambition Arnold Visionary Masterplan identified the opportunities for a vibrant market to support the long-term viability of Arnold Town Centre. To ensure the long-term sustainability of Arnold Market in its proposed permanent location a review is to be undertaken to include the AMP Live speciality market that is to be completed in 2025. The review will include operational model, policies and charging. Whilst the review is being undertaken the Arnold Market will be promoted to attract a more diverse range of stallholders and footfall - this will be led by

					the EGR Team and the UKSPF Communications and Marketing Officer.
Develop and implement plans to support improvements to the Borough's Town and rural Centres	Housing, growth and regeneration		30-Sep-2024		Ambition Arnold Vision to be submitted to Cabinet in December 2024, with proposals under development for the north of the town including potential interventions to improve accessibility to the town, public realm and connectivity of green spaces. Greater Carlton LTPFT Vision and investment plan to be agreed by the Board subject to change upon the release of the revised guidance. UKSPF programme delivery of improvements to increase footfall and support businesses across the Borough's town and highstreets including rural areas.
Identify opportunities to draw visitors to the Borough to support the local economy and encourage pride in the Borough	Housing, growth and regeneration		31-Mar-2025		Tender documentation being drafted to procure a visitor economy/visitor management plan for the Borough.
Progress the Greater Nottingham Strategic Plan in partnership with Broxtowe and Rushcliffe Borough Councils and Nottingham City.	Development Services		31-Mar-2025		In partnership with Broxtowe and Rushcliffe Borough Councils along with Nottingham City Council we are developing a Strategic Plan, which sets out the policies which will help guide future development across our combined areas. Once adopted, the Strategic Plan will replace the Aligned Core Strategy and comprise part 1 of the Council's Local plan.  The Strategic Plan will look at how Greater Nottingham's longer-term development needs can be met up to 2041 supported by more detailed policies which will be developed in each Council's own individual Part 2 Local Plan. The Strategic Plan will cover key strategic issues such as climate change; improving access to homes and jobs; infrastructure; and conservation and enhancement of the natural, built and historic environment. An important role of the Strategic Plan is to outline the





					<p>approach to meeting housing need and include housing targets for each Council area.</p> <p>The Growth Options Consultation took place between 6th July -14th September 2020 with an extension between 10th February and 24th March 2021.</p> <p>The 'Preferred Approach' document was considered by Cabinet on 8 December 2022. Members resolved to approve the Greater Nottingham Strategic Plan Preferred Approach document and Sustainability Appraisal in so far as it relates to Gedling Borough with the exception of proposals to release Green Belt land at Teal Close, in light of the Ministerial Statement made on 6th December 2022 and to be made clear in an updated National Planning Policy Framework, to allow a period of public representations.</p> <p>The consultation was launched on 3 January 2023 for a period of 6 weeks. There has been a press release and a briefing note has been issued to all members.</p> <p>The document does not include the full range of topics that will form the Strategic Plan but focusses on the vision and strategy for meeting longer term development needs, including the approach to housing provision and employment need as well as the strategic sites required to meet requirements.</p> <p>For Gedling Borough, the strategy for meeting longer term development needs is:-</p> <ul style="list-style-type: none"><li>• firstly to accommodate growth in and adjacent to the main built up area of Nottingham;</li></ul>
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					<ul style="list-style-type: none"> <li>• secondly adjacent to the sub regional centre of Hucknall; and</li> <li>• thirdly in or adjacent to Key Settlements at Bestwood Village, Calverton and Ravenshead.</li> </ul> <p>The housing target for each borough is set by national government and for Gedling Borough the target is 7,950 homes up to 2041 plus a buffer of around 800 homes. Much of the target is already met by sites that are allocated for development or have planning permission, such as:-</p> <ul style="list-style-type: none"> <li>• the strategic sites at Gedling Colliery/Chase Farm and Teal Close (both on the edge of the urban area); and the strategic sites at Top Wighay Farm and North of Papplewick Lane (both on the edge of Hucknall)</li> </ul> <p>The Preferred Approach proposes an extension to the existing allocation at Top Wighay Farm of 640 homes.</p> <p>A further discrete consultation was undertaken in Q3 2023/24 for a preferred approach to logistics sites. None of the preferred sites are located within Gedling. The consultation on the draft Greater Nottingham Strategic Plan began on Monday 4th November and ends Monday 16th December. The extension to the existing allocation at Top Wighay Farm has been increased to 710 homes.</p>
<p>Undertake a review of the Infrastructure List as part of the review the Community Infrastructure Levy Policy.</p>	<p>Development Services</p>		<p>31-Mar-2025</p>		<p>Report to Cabinet on 12 December 2024 to seek approval for to commence a 4-week public consultation on revised Strategic Infrastructure Projects to be funded through the Strategic receipts of the Community Infrastructure Levy (CIL). Subject to approval, public consultation will commence in January 2025.</p>

Put in place a design code for the Borough	Development Services		30-Sep-2024		
Create and implement Housing Strategy to include consideration of the needs of vulnerable groups including those with physical/learning disabilities and older people who may need adaptations to remain in their accommodation.	Housing, growth and regeneration		31-Mar-2025		A Housing Strategy has been drafted. It is in its final draft stages and then will be put out to consultation. The aim to get the strategy live asap

## Portfolio Owners Sustainable Growth and Economy

PI Code & Short Name	Responsible OUs	Q2 2024/25		2024/25		Status	Trend compared to previous quarter	Latest Note
		Value	Target	Value	Target			
LI118 Number of long term (over 6 months) empty homes in the Borough returned to use as a result of Gedling Borough Council intervention	Public Protection	12	17	66	70		↓	Behind target for quarter 2 but overall for year, ahead of target.
NI154 Net additional homes provided	Development and Place	106	116	288			↓	Housing commencements had been low in Q2 of this year but are starting to pick up again. Also, Rolleston Drive has been dormant for over a year but has recently resumed activity. We expect numbers to increase and meet target for later part of this financial year.
NI155 Number of affordable homes delivered (gross)	Development and Place	7	38	25	75		↓	Rolleston Drive site has had construction paused for some time, we have been informed the site should begin delivering affordable units in Q3
NI157a Percentage of Major planning	Development and Place	100.00 %	92.00 %	100.00 %	92.00 %		▬	

PI Code & Short Name	Responsible OUs	Q2 2024/25		2024/25		Status	Trend compared to previous quarter	Latest Note
		Value	Target	Value	Target			
applications processed within 13 weeks								
NI157b Percentage of Minor planning applications processed within 8 weeks	Development and Place	83.33 %	86.00 %	86.21 %				The target has been narrowly missed as several historic complex cases have been resolved during the quarter, resulting in decisions beyond the target date. Two permanent appointments have now been made to the Development Management team, which will provide longer- term resilience and continuity with complex casework. Target was exceeded in Q4 last year.
NI157c Percentage of other planning applications processed within 8 weeks	Development and Place	89.33 %	80.00 %	91.71 %	80.00 %			



## **Report to Overview and Scrutiny Committee**

**Subject:** Partnership review – Jigsaw Homes

**Date:** 13 January 2025

**Author:** Democratic Services Manager

### **Purpose**

To consider the work of the Jigsaw Homes, as part of the programme of reviewing the council's partners.

### **Recommendation(s)**

#### **That the Overview and Scrutiny Committee:**

- 1) considers, asks questions and makes comment on the information provided

### **1 Background**

At the 25 April 2022 Overview and Scrutiny Committee, members agreed to roll out a programme of attendance by external partners at committee. A few partners were identified that would be invited to future meetings, including health and housing providers across the borough.

Invited questions from members will be put to the partner at each meeting, along with 'Ad hoc' questions at the meeting itself.

### **2. 2024/2025 programme of partnership attendance**

Sue Cox – the Assistant Director (Operations) at Jigsaw Homes will be attending the committee, providing members with an overview of the work of the organisation.

Ad hoc questions can be asked at the meeting.

### **3 Financial implications**

There are no financial implications arising from this report.

**4 Legal implications**

There are no legal implications arising from this report.

**5 Equalities implications**

There are no equalities implications arising from this report

**6 Carbon reduction/sustainability implications**

There are no carbon reduction/sustainability implications arising from this report.

**7 Appendices**

None



## Report to Overview & Scrutiny Committee

**Subject:** Corporate Risk Management Review Quarter 2 2024/25

**Date:** 13 January 2025

**Author:** Chief Finance and Section 151 Officer

### 1. Purpose of the report

To update members on the current level of assurance that can be provided against each corporate risk.

#### Recommendations:

##### That Members:

- Note the current risk level and actions identified within the Corporate Risk Register.

### 2. Background

The current Risk Management Strategy & Framework was approved and adopted by Cabinet on 28 March 2024. Following adoption of the new framework, a project has been underway to simplify the process of risk review and management by using the Council's performance management system, Ideagen to track risk.

A risk module was procured for the Ideagen system and the process of migrating departmental and corporate risks into that system has been ongoing through quarter 2 and into quarter 3.

All Assistant Directors and Senior Managers have now received training on the content of the new Risk Management Framework and have completed a review of departmental risks in the new Ideagen system. All risks have been rescored using the new scoring matrix in the framework (appendix 2) and all scores have been provided to show the gross risk (risk level at its highest level without controls), the residual risk (the current risk score with controls) and the risk appetite score of the Council, which is currently moderate, as approved within the framework.

The purpose of the framework is to define how risks are managed by the Council. It provides guidance on the processes, procedures, roles, and responsibilities for risk, and it sets out the context on how risks are to be managed. It defines the key role for the Audit Committee as providing independent assurance to the Council with regard to the effectiveness of the risk management framework and the associated control environment. This includes the monitoring of the framework and ensuring the implementation of all audit actions.

It should also be noted, that as part of the Council's transformation programme, a new Corporate Risk officer group is currently being established. This officer group is focused on identifying and reviewing risk across the organisation and will meet regularly to ensure effective monitoring of risks at an officer level.

### **3. Corporate Risk Register**

The Corporate Risk Register is a key enabler of the Strategy and Framework and provides assurance on the key risks identified as corporate risks. The Corporate Risk register has changed in quarter 2 to reflect the new Corporate Risk register in the framework. The Corporate risk register now has 13 categories of risk. Whilst many reflect the old register there are some new risks including projects and a new additional risk in respect of fraud, bribery, and misconduct. Some of the corporate risk categories have been split out, for example there are now separate categories to reflect ICT risks and data/information management.

Existing risks identified within both the Council's corporate and departmental risk registers are subject to quarterly review by senior management and on an ongoing basis through the work of Internal Audit. At quarter 1, as the Council moved to a new system of reporting, there were no significant changes in risk level reported to the Committee. At quarter 2, as the Ideagen system starts to be embedded, the report will not track the trend on risks in the system as this is the first quarter where the new system and new corporate risks have been presented. Moving into quarter 3, the report will show trends in individual risk movement. That being said, again, there are no significant changes in risk level identified in quarter 2.

Some of the risks included within the new Corporate Risk Register have been set at a relatively high score (based on the old register) with the expectation that as mitigation measures are properly recorded or actions completed, then these risks should start to improve over the coming months. This is not to say that all risks will return to 'green', as mitigation measures can only go so far, and some risks may always be inherently 'red' or 'amber' as the score reflects the potential impact on the Council and the likelihood of that event occurring. The Council's risk appetite is moderate, ideally all risks should be yellow or below, it is however accepted that the Council may take a higher tolerance to risk in some areas versus the reward, this decision is taken on a case-by-case basis.



The Corporate Risk Register and supporting comments as at the end of September 2024 are appended to this report, and this includes a summary of all control gaps identified on the Council’s Corporate Risk Register and any actions added to reduce the risk level further.

Until the system is fully embedded and all reporting lines in the system updated, there are some gaps in the register. Under the projects category, as the Council looks to improve its project management processes and align risk scoring in project plans with the new scoring matrix, any significant project risks are being picked up under other categories. It is hoped that by the end of Q3, all risk categories will be included in the new system and reported within the correct risk headings.

**4. Financial Implications**

None arising directly from this report.

**5. Legal Implications**

None arising directly from this report, the report is to provide reporting, in line with the Council’s risk Management Framework which is a requirement of the Accounts and Audit Regulations 2015.

**6. Equalities Implications**

None arising directly from this report, although EIA of all risks should be considered as part of any actions identified and controls in place.

**7. Carbon Reduction/Environmental Sustainability Implications**

None arising directly from this report, although Carbon Management forms part of the Environment category on the Corporate Risk Register.

**8. Appendices**

Appendix 1 - Corporate Risk Register Monitoring – Quarter 2, period ending 30 September 2024

Appendix 2 - Risk Management Scoring Matrix

Appendix 3 – Risk Definitions

<b>Statutory Officer Approval</b>	
<b>Approved by:</b>	<b>Chief Financial Officer</b>
<b>Date:</b>	
<b>Approved by:</b>	<b>Monitoring Officer</b>
<b>Date:</b>	

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# Corporate Risk Register

Report Type: Risks Report

Generated on: 29 November 2024



Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Controls	Further Action	Q2 Review
CR1	Finance	12	4	9		Tina Adams	This refers to the ability of the Council to meet its financial commitments and/or the scale and pace of budget cuts. This relates to income and expenditure and includes internal budgetary pressures, savings/growth considerations, external economic changes etc.	<p>Quarterly budget monitoring process between Finance and managers and to Cabinet.</p> <p>Monitoring of Efficiencies.</p> <p>Setting a balanced budget on an annual basis.</p> <p>Business Partnering advice and support in all service areas on a risk-based approach.</p> <p>Income Monitoring across departments.</p> <p>Annual Financial Regulations Training.</p> <p>Stocktaking processes across applicable services.</p> <p>Annual Review of Council Tax Reduction scheme.</p> <p>Capacity of suitably qualified and experienced staff</p>	<p>Set budget for 2025/26 and the next medium- term plan (FEB 24).</p> <p>Agree a set of new efficiencies for delivery (FEB 24).</p> <p>Services areas to operate within current budget envelope.</p>	<p>Balanced Budget is predicated on significant efficiencies, some of which do not yet have developed plans to deliver.</p> <p>Uncertainly on Government funding under the new governments until the settlement on 19th December 2024.</p> <p>Overspends in the Environment Department whilst zero based staffing review is completed.</p> <p>Current Score – Serious Consequent and probable.</p>

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Controls	Further Action	Q2 Review
								across financial services. Monitoring of Treasury Management Risks		

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Controls	Further Action	Q2 Review
CR2	Capacity Service Delivery	9	4	6		Mike Hill	This is about ensuring that sufficient capacity is available to deliver services which meet statutory obligations, Council objectives etc and public expectation	Recruitment procedures in place Succession planning in service areas Performance Reviews Various methods in place to recruit staff Apprentices Training and other placements available Staff benefits Our Gedling Events	Succession planning audit to be completed critical staff identified New recruitment & retention audit Review recruitment policy/procedures Monitor impact of workforce capacity on Gedling Plan	Application rates are healthy again in Planning & Legal services. There are still some issues in Finance, as qualified staff with experience are difficult to recruit, with many professionals entering the interim market as a preference to permanent employment.  There has also been successful recruitment to Senior Management restructure and project management roles.  Current Score Probable Moderate Impact

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Controls	Further Action	Q2 Review
CR3	Health & Safety At Work	12	3	9		Fran Whyley	This refers to Occupational Health & Safety	Safety Policies & procedures in place Appropriate Risk Assessments in place Emergency Evacuation procedures Identify Risks in equipment Corporate Health & safety Group meets regularly Audit programme produced and delivered each year Lone worker procedure	All managers to develop risk assessments on new system (JAN 25)  Complete internal inspection of service areas and identify risks in relation to equipment/ safe systems at work (JAN 25)	Risk assessment training has been delivered. Managers have worked with H&S to make assessments specific to their areas of work. Further work is required ongoing for Transport and PASC. Some lower risk areas have further work on their assessments. Good progress is being made and this is a cyclical process. Waste Services have completed a review of all risk assessments and safe systems of work.

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Controls	Further Action	Q2 Review
CR4	Environmental	12	4	9		Fran Whyley	This refers to the environmental impact on the public – it could be related to virus type illnesses or environmental incidents such as flooding which impact on health or related to events which have an impact on the natural environment such as pollution/contamination	Emergency Plan arrangements and training including IMT checklist and Resilience Direct Platform. On call - emergency planning officer role instructions. Incident management team structure and guidance. Emergency Planning periodic training Strategic Resilience Group. Service Level Agreement with Nottinghamshire County County (NCC) Local Resilience Forum (LRF) - Strategic Level Nottinghamshire, Resilience Working Business Continuity Plans . Carbon Management Strategy and Action Plan and annual reporting.	BIA review and rationalisation (due to restructures) will require a further review. Once all restructures have been completed. (JAN 25)  Review Emergency Plan.(MAR 25)  Review position with LRF arrangements (MAR 25)	No change to current risk level. BCPs reviewed and largely completed. The Emergency Plan is to be reviewed before March 2025. Additional resource may be needed to support this to ensure completion by year end.  Current Score Serious Consequence and Probable

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Controls	Further Action	Q2 Review
CR5	Contractual Partnerships	12	4	9		Tina Adams Fran Whyley	This refers to both the risks regarding partnership / contractual activities and the risks associated with the partnership / contract delivering services to the agreed cost and specification.	Contract Standing Orders and Financial Regulations. Financial checks conducted on suppliers prior to entering into contracts over £50K. Appropriate clauses included in contracts. Partnership Register and associated governance arrangements are reviewed every quarter. Procurement arrangement in place. Contracts Register developed.	Revise implement new procurement process. (MAR 25) Produce new procurement strategy aligning the new procurement act.(FEB 25) Continue to develop the contracts register (MAR 25) Deliver contract management training (DEC 24) Review Council's partnership arrangements (DEC 24)	Work is continuing to progress a new procurement process which is fit for purpose. Budget has been approved and recruitment is currently underway for a new Contracts and Procurement Manager. The Council is looking at Shared Service Providers, with an aim to have a new procurement arrangement in place by April 2025.  Current Score Serious Consequence and Probable



Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Controls	Further Action	Q2 Review
CR6	Reputation	12	4	2		Mike Hill	This relates to public perception / expectation and the impact of media attention.	<ul style="list-style-type: none"> <li>Communication and media relations policy and team.</li> <li>Emergency planning procedures</li> <li>Media protocol</li> <li>Social media guidance</li> <li>Information security policy</li> <li>Data breach management procures</li> <li>H&amp;S policy</li> <li>Adequate Insurance</li> <li>Safeguarding Policy</li> </ul>	Assess the adequacy of DBS checks across the leisure & Housing teams. (JAN 25)	<p>Effective comms plans in quarter 2 has ensured that any risk on reputation has been mitigated following media coverage of court cases.</p> <p>Current Score Minor Impact and Possible</p>

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Controls	Further Action	Q2 Review
CR7	Infrastructure Assets	16	4	12		Mike Hill	This looks at the loss, protection and damage of physical assets and takes into account the need to maintain, protect, insure and plan for unexpected loss	Condition surveys in place Compliance regime fire, asbestos, water testing)	Asset management strategy needed.(MAR 25) Procure and asset management system (DEC 25) Review temporary accommodation for suitability and establish maintenance programme.(MAR 25) Maintenance and compliance schedules to be combined across Leisure, properties and Housing. (JAN 25) Progress demolition of large garage to support depot improvements. (JAN 25)	Cyclical updates of property condition surveys are underway and are due to be completed in March 2025.Compliance management arrangements have been introduced across pavilions and community centres. Risk remains high due to potential impact on service delivery and income at Carlton Forum due to ongoing drainage issues.  Current Score Serious Consequence and Very Likely

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Controls	Further Action	Q2 Review
CR8	Legislative	12	4	6		Fran Whyley	This refers to changes to and breaches of current law leading to additional workloads, fines, intervention by regulatory bodies etc.	Training provided inhouse and externally from legal/finance/H and S and workforce teams. Membership to Working groups and Partnerships. Subscriptions to LGA and other like professional bodies.	Project Plan to be developed for waste changes (JAN 25)  Changes to Trade Waste Regime to include food waste and recycling (MAR 25)  Ensure readiness for Procurement Act implementation, adoption of new procurement rules (FEB 25)  Review staffing needs to deliver on waste changes (JAN 25)	Quarter 2 has identified that there are some gaps in preparedness for changes to waste regulations. Appropriate actions have been identified to move this forward. Changes to implementation dates for the Procurement Act, has meant pushing back the new procurement rules from Q2-Q3.  Current Score Serious Consequence and Possible

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Controls	Further Action	Q2 Review
CR9	ICT Technology	12	4	6		Kate Lindley Fran Whyley	This relates not only to the impact of Internal technology failure but also changing technological demands and the ability to meet the pace and scale of change.	Information Security Policy. PSN annual compliance testing. Staff training. BTDA established to monitor system procurement. Secure contracts with 3 <sup>rd</sup> party suppliers for main telephony and broadband provision. AD appointed. Digital Data and Technology Strategy and roadmap approved.	Assess and prioritise demand on the service (DEC 24)  Review cyber security risk register (JAN 25)  Review staffing requirements within ICT including succession planning (FEB 25)  Review ICT policies (MAR 25)	New AD of Digital appointed to support the ICT team and identify/review risk level. BTDA meetings continue to ensure appropriate procurement of ICT systems across the organisation. Tenders released for waste management system and CRM.  Current Score Serious Consequence and Possible

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Controls	Further Action	Q2 Review
CR10	Projects	12	4	6		Mike Avery	This relates to the effective management of projects to achieve delivery that is on time, to budget and that meet the needs of the organization.	Project management templates and guidance material. Additional resource deployed for major projects including transformation, waste system implementation. External project management utilised Ambition Arnold	Review of project management templates and documentation to incorporate risk framework. (FEB 25)  Establishment of corporate reporting mechanism for major contracts through making meetings matter project (FEB 25)  Fin regs training to support project budgets effectively managed. (MAR 25)	New Risk  Current Score Serious Consequence and Possible

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Controls	Further Action	Q2 Review
CR11	Fraud Bribery Misconduct	12	4	9		Tina Adams	Relates to improper actions committed against the Council either internally or by third parties. Including frauds, bribery, money laundering and misconduct e.g., theft, falsification of timesheets.	Counter Fraud & Corruption Strategy Whistleblowing Policy Fraud Action Plan Internal Audit Audit Committee External Audit Mandatory Staff Training Communication – Lessons Learnt Zero tolerance approach - share consequences Members Roles & Conduct Public Contracts National Fraud Initiative	Renew Anti-Fraud Strategy – (March 2025) Compile a Fraud Action Plan – (March 2025) Monitor take up of training – (Jan 2025) Fraud Communication on Staff Intranet – every 3 months Review, revise and publicise Fraud Response Plan – (March 2025) In Person training to be undertaken for staff who don't have access to a computer – (March 2025) Forensic review of other ICT systems including Civica – (March 2025) User Access review and centralisation (July 2025)	The outcome of the recent fraud and sentencing was communicated to all staff through internal comms with the message that Gedling takes a zero approach to fraud. Mandatory Training take up is currently at 75% (of staff who have computer access) this is being monitored and further action put in place for staff who don't have access to a computer. Further forensic analysis has on other systems including Civica will be scheduled for the new year. User access  Current Score Serious Consequence and Probable

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Controls	Further Action	Q2 Review
CR12	Service Standards Performance Management	9	4	4		Mike Hill	This relates to the setting of acceptable standards and levels of output for a service area and the processes put in place to ensure these are delivered and managed appropriately	Employee, manager and leader standards. PDRs annually. Service plans with KPIs and actions to monitor performance. Quarterly reporting to SLT, Cabinet and Scrutiny Committees. Customer promise and complaints processes with prescribed response times. Strategies for Digital, Climate, equality and diversity containing clear action plans and roadmaps.	Establish appropriate corporate groups to monitor performance (budget and performance) (FEB 25) New approach to service planning to be agreed and plans developed for 25/26 (MAR 25) Create effective KPIs for performance management in 24/25 (MAR 25) Create centralised training needs analysis and plan (APR 25)	New AD of Workforce appointed to lead on performance. Structure for new performance management meetings approved to be rolled out in Q4. Notification of departure of Director of Transformation and officer supporting performance posed some level of risk, however swift action was taken to seek suitable resource to ensure performance management was retained. Current Score Moderately Disruptive Impact and Possible

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Controls	Further Action	Q2 Review
CR13	Information Data	12	4	9		Kate Lindley Fran Whyley	Security – this relates to physical and IT security on site and in-transit or inappropriate disclosure of information.	Information Security Policy DPIA Information Asset registers GDPR training for all staff Data breach reporting process. Regular security messaging. Data Security Group. Annual SIRO report. Cyber security training available for all staff (mandatory). Audit of access to financial systems, audit of Information security and GDPR. Records retention and Disposal Policy. BTDA established to ensure data security in procurement of new systems.	Refresh GDPR training (MAR 25)  Create Register of Processing Activity in line with audit recommendations (APR 25)  Review of Identification and Verification processes across the Council, standard process to be agreed (JAN 25)  Review Retention policies (MAR 25)  Review DPIA processes and raise awareness (MAR 25)	Appointment of AD for Digital has provided additional resource to review Data security, work is ongoing to identify priorities, key risks and training needs.  Creating specification for CRM has involved a review of data access and content on a number of systems. The transformation process is resulting in a number of process reviews which support more effective tracking of data and ensuring no unnecessary data is collected or held.  Current Score Serious Consequence and Probable



## APPENDIX 2 - RISK MANAGEMENT SCORING MATRIX AND RISK APPETITE

	Minor/Non-Disruptive Impact (1)	Moderately Disruptive Impact (2)	Serious Consequences (3)	Major Consequences (4)
Very Likely (4)	4 (Yellow)	8 (Orange)	12 (Red)	16 (Red)
Probable (3)	3 (Yellow)	6 (Orange)	9 (Orange)	12 (Red)
Possible (2)	2 (Green)	4 (Yellow)	6 (Orange)	8 (Orange)
Unlikely (1)	1 (Blue)	2 (Green)	3 (Yellow)	4 (Yellow)

Risk Levels	Colour
Negligible Risk	Blue
Low Risk	Green
Modest Risk	Yellow
Medium Risk	Orange
High Risk	Red

## APPENDIX 3 – RISK DEFINITIONS

### LIKELIHOOD

<b>4</b>	<b>Very Likely</b> >90%	<ul style="list-style-type: none"> <li>• Event expected to occur. Has occurred and will continue to do so without action being taken.</li> <li>• Indication of imminent occurrence</li> <li>• There are external influences which are likely to make our controls ineffective</li> </ul>
<b>3</b>	<b>Probable</b> 60-90%	<ul style="list-style-type: none"> <li>• There is a moderate exposure to the risk.</li> <li>• Reasonable to expect event to occur within a year.</li> <li>• Has occurred in the past.</li> <li>• Is likely to occur within the Council's planning cycle.</li> <li>• There are external influences which may reduce effectiveness of controls</li> </ul>
<b>2</b>	<b>Possible</b> 30-60%	<ul style="list-style-type: none"> <li>• There is a low exposure to the risk.</li> <li>• Little likelihood of event occurring - 1 in 10 years</li> <li>• There is a potential for external influences which may reduce effectiveness of controls</li> </ul>
<b>1</b>	<b>Unlikely</b> 0-30%	<ul style="list-style-type: none"> <li>• Extremely remote</li> <li>• Not expected to occur but may do so in exceptional circumstances - 1 in 100 years.</li> <li>• There are few or no external influences which may reduce effectiveness of controls</li> </ul>

### IMPACT

Score	Description	Indicative Guidelines
<b>4</b>	<b>Major Consequences</b>	<p>The consequence is so bad that urgent action must be taken to improve the situation or prevent it worsening. External support from the Government or other agencies is likely to be needed:</p> <ul style="list-style-type: none"> <li>• Catastrophic loss, delay, or interruption to services</li> <li>• Level of financial loss, additional costs, or loss of assets which the Council is unable to resource without additional Government/External support.</li> <li>• One off event which would de-stabilise the Council over several years.</li> <li>• The risk will cause the objective not to be reached, causing damage to the organisation's reputation.</li> <li>• Will attract medium to long-term attention of legislative or regulatory bodies.</li> <li>• Major complaints</li> <li>• Significant adverse media interest</li> <li>• Death or life-threatening injury</li> </ul>

3	<b>Serious Consequences</b>	<p>The consequences are sufficiently serious to require attention by Cabinet and/or full Council:</p> <ul style="list-style-type: none"> <li>• Loss of key assets or services for an extended time period.</li> <li>• Longer term impact on operational efficiency or performance of the Council or crucial service areas</li> <li>• Financial loss, additional costs or loss of assets which would need a Council decision as the scale of the loss would be outside the Council’s budget &amp; policy framework.</li> <li>• The risk would destabilise the Council in the short term.</li> <li>• The intended objectives are unlikely to be met leading to negative impact on the Council’s reputation and a significant number of complaints.</li> <li>• Will lead to attention for regulators and External Auditors for a significant time.</li> <li>• Major accident/injuries (but not life-threatening)</li> </ul>
2	<b>Moderate/ Disruptive</b>	<p>The consequence is sufficient to require attention by Leadership Team and cannot be managed within a Service Area</p> <ul style="list-style-type: none"> <li>• Significant loss, delay, or interruption to a service.</li> <li>• Medium term impact on operational efficiency or performance</li> <li>• Financial loss, additional costs or loss of assets that is within the Council’s budget &amp; policy framework but needs a Statutory Officer decision, Leadership Team decision, Cabinet decision or needs to be drawn to Cabinet’s attention.</li> <li>• The risk will cause some elements of the objective to be delayed or not achieved, causing potential damage to the organisation’s reputation.</li> <li>• May attract medium to short term attention of legislative or regulatory bodies.</li> <li>• Significant complaints</li> <li>• Serious accident / injury (but not life threatening)</li> </ul>
1	<b>Minor/Non-Disruptive</b>	<p>The consequences can be dealt with as part of the normal day-to-day business by the Team Manager and the Head of Service:</p> <ul style="list-style-type: none"> <li>• Minor loss, delay, or interruption to services</li> <li>• Short term impact on operational efficiency or performance</li> <li>• Negligible financial loss</li> <li>• The risk will not substantively impede the achievement of the objective, causing minimal damage to the organisation’s reputation.</li> <li>• No or minimal external interest.</li> <li>• Isolated complaints</li> <li>• Minor accident / injury</li> </ul>

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## Report to Overview & Scrutiny Committee

**Subject:** Gedling Plan Quarter 2 2024/25 Report

**Date:** 13 January 2025

**Author:** Senior Leadership Team

### Wards Affected

Borough-wide

### Purpose

To inform members in summary of the position against Improvement Actions and Performance Indicators in the 2023-27 Gedling Plan at the end of Quarter 2 of 2024/25.

### Key Decision

This is not a key decision.

### Recommendation

#### THAT:

The progress against the Improvement Actions and Performance Indicators in the 2023-27 Gedling Plan for the end of Quarter 2 of 2024/25 be noted.

## 1 Background

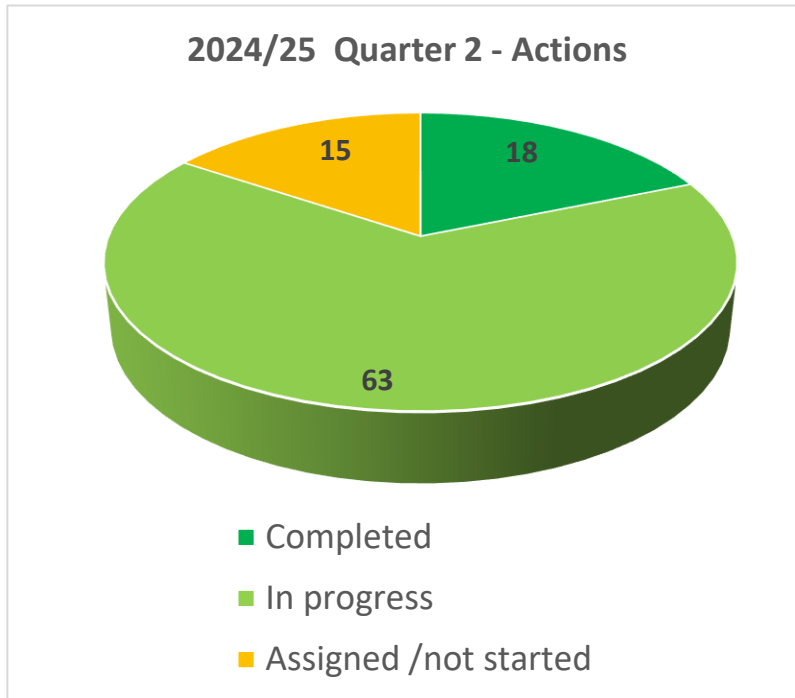
- 1.1 The Council has made a commitment to closely monitor its performance. This is in line with accepted good practice. To deliver this commitment, systems to monitor performance against improvement activity and performance indicators are put in place and next year the council will align more closely its performance management with the budget for more robust monitoring.
- 1.2 In addition, performance reports now focus more directly on the Council's priorities and offer an "early warning" system of instances where targets may not be secured.
- 1.3 The assessment criteria used for actions and indicators is based on red, amber and green traffic light symbols. To be assessed as green, performance indicators must be in line with their expected performance at this stage of the year, whilst actions must be on target against the "completed" or "in progress" milestones determined within the performance management system, Ideagen Risk (formally known as Pentana).

## 2 Proposal

2.1 It is proposed that members note the performance information for the Gedling Plan 2023-27 at the end of Quarter 2 of 2024/25 as set out below.

### 2.2 Actions

At this stage, of the 96 actions currently active in the Gedling Plan 2023-27, 18 are complete, 63 in progress and 15 assigned but not started. Please see **Appendix A** for more details.



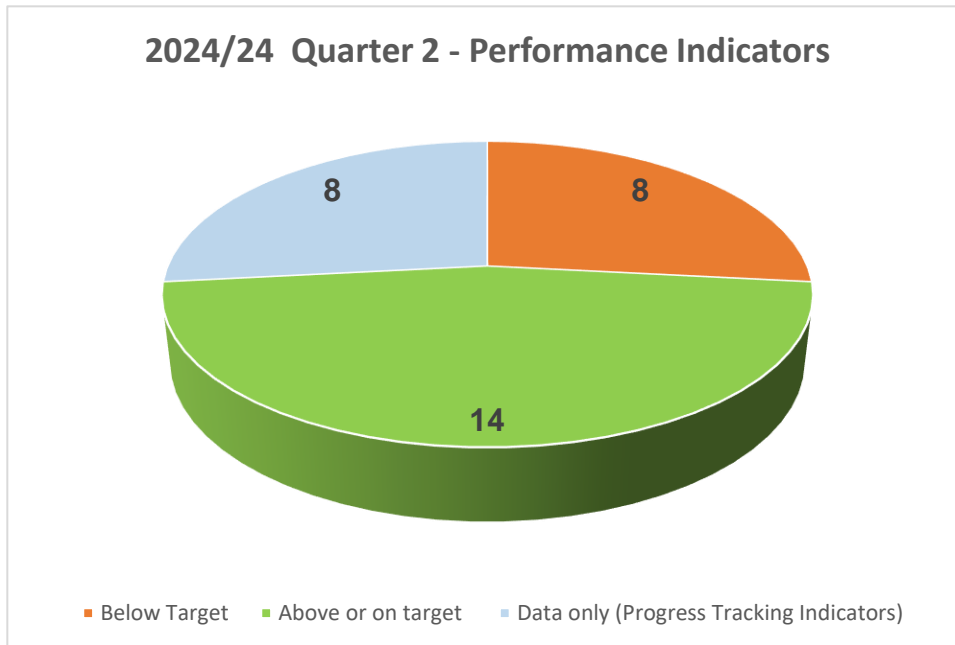
There are 18 completed actions as follows:

- Produce annual report – this was reported to Cabinet on 17 July 2024.
- Ensure continued compliance with Election Act changes through updates to staff and Members on changes to impact elections in 2024.
- Implementation of revised induction process (all employees) to include both departmental and corporate material.
- Produce Council Productivity Plan - Report presented to Cabinet on 17 July 2024 and sent to government and uploaded to the council website.
- Invest in new and upgrade CCTV in priority hot spots.
- Ensure recruitment and Selection Training includes training to avoid bias
- Review content of Learning carousel and deliver bi-monthly training workshops to improve management skills (to include process training e.g. casual recruitment).
- Develop recruitment processes to improve opportunity and access for areas that are under-represented.
- Designated Resettlement Officer to work directly with refugees and asylum seekers.
- Establish a corporate Health and Safety Training Plan across the Council

- Coordinate a manageable number of work experience placements (school age and working age placements)
- Coordinate the supported internship programme.
- Support and coordinate ongoing compact with NTU.
- Develop and implement plans to support improvements to the Borough's Town and rural Centres.
- Install a bird hide on the lower lagoons as part of the 10-year development strategy for the improvement of Gedling Country Park
- Celebrate our local achievements (Pride of Gedling awards)
- Put in place a design code for the Borough.
- Identify and implement a method (interim or permanent) to record (and report on) completion compliance for mandatory training as defined by CMT

### 2.3 Indicators

Overall indicator performance at the end of Quarter 2 shows that out of a total of 30 indicators 14 were on or above target, 8 were below target and 8 indicators are for data tracking purposes only. Please see **Appendix B** for more details.



2.4 Examples of particularly positive performance for Quarter 2 include:

Performance Indicator	Figure reported	Target	Period covered
Number of visits to leisure centres	317,604	271,300	June to September

Average number of Swim School Members (12 month rolling period)	4,313	4,200	June to September
Working Days Lost Due to Sickness Absence (rolling 12-month total)	8.82	9.00	June to September
Percentage of Council Tax collected	54.18%	49.25%	June to September
Percentage of Business Rates Collected	56.06%	49.45%	June to September
Percentage of calls to the contact centre answered (or call back made) - 12 month rolling total	98.3%	94.0%	June to September
Number of rented households with health and safety hazards that fall below the minimum legal standard that have been remediated following the council's intervention	14	13	June to September
Percentage of food premises scoring 4 or 5 in the national food hygiene rating scheme	96%	95%	June to September
Percentage of other planning applications processed within 8 weeks	89.33%	80.00%	June to September
Current number of DNA Members	4,633	4,500	June to September

The following performance indicators missed their target at the end of Quarter 2:

- 2.5 **LI027 Number of attendances to Bonington Theatre** - Performance: 8,876 days against a target of 9,481 days for the period April to June.

Attendances are slightly down compared to target for a few reasons. The films released during this period compared to summer 2023 are not as popular and haven't drawn such interest from patrons. There have been more live music and theatre events and there are also staffing challenges which has meant a small reduction in the listings at the Bonington. Some popular films are due out in Q3, and the staffing vacancies should be resolved which will help the attendances pick up again.

**LI074 Average time to process new Housing Benefit claims** -

Performance: 17.7 days against the target 15.8 days

Performance during Q2 has dropped due to staff reductions and annual leave. There was also an increase in change of circumstances and following an issue with



the Civico software, we were unable to bulk update work meaning more manual assessments were needed which is more time consuming.

**LI075 Average time to process Housing Benefit change in circumstances (in calendar days)** – Performance: 7.7 days against the target 5 days.

The managed migration from HB to UC has contributed to more work being received. During periods where workloads increase the department normally bulk update some work types to keep the work up to date. However there has been a problem with this functionality in the Civica Open Revenues software and a patch release has only just been received and tested. Now this has been rectified, the team should now be able to address the current backlog caused and processing times should start to significantly improve moving forward.

**LI018 Percentage of invoices paid within 30 days** - Performance: 96.79% against the target 99%.

Delays are mainly due to annual leave in August and staff absences in creditors department. In addition, there were some delays in goods receiving and approvals, this is likely due to the staff restructure and authorisations moving.

**LI118 Number of long term (over 6 months) empty homes in the Borough returned to use as a result of Gedling Borough Council intervention** - Performance: 12 against the target 17.

Behind target for quarter 2 but overall, for year ahead of target.

**NI154 Net additional homes provided** - Performance: 62 against the target 116.

Housing commencements had been low in Q1 of this year but are starting to pick up again. Also, Rolleston Drive has been dormant for over a year but has recently resumed activity. We expect numbers to increase and meet target for later part of this financial year.

**NI157b Percentage of Minor planning applications** - Performance: 83.33% against the target 86.00%.

The target has been narrowly missed as several historic complex cases have been resolved during the quarter, resulting in decisions beyond the target date. Two permanent appointments have now been made to the Development Management team, which will provide longer- term resilience and continuity with complex casework. Target was exceeded in Q4 last year.

**NI155 Number of affordable homes delivered (gross)** - Performance: 7 against the target 38.

Rolleston Drive site has had construction paused for some time, we have been informed the site should begin delivering affordable units in Q3

## 2.6 Compliments and Complaints

In Quarter 2, the Council received 9% fewer compliments and 6% fewer complaints than in quarter 2 2024/25. 33% of all complaints that the Council received in Quarter 2 were upheld.

The complaints continue to be reviewed by the Senior Leadership Team and any lessons learnt are shared across the relevant team(s).

- 2.7 A separate report has been produced highlighting additional key achievements, corporate activities and projects delivered during quarter 2, focusing on areas where the Council has made a real difference to people's lives. Please see **Appendix C** for more details.

The following achievements and corporate activities are identified for particular attention:

Ambition Arnold Consultation – The Ambition Arnold public consultation launched on the 8th of July 2024 and ran until the 18<sup>th</sup> of August 2024 encouraging residents, local businesses and other key stakeholders to share their views and ideas on several proposals to improve the town centre. The campaign was launched across multiple channels, including social media, email newsletters and in the council's magazine. The vision addresses key challenges and lays out the groundwork for securing external funding after two unsuccessful attempts to bid for Central Government Levelling Up funding for the area.

The Council is now preparing a cabinet report which will present an analysis of the public consultation along with a final version of the vision within quarter 3.

Carlton Long Term Plan for Towns - In March 2024, the government announced a further tranche of Long-Term Plan for Town (LTPFT) funding. Carlton was selected as part of this tranche to receive £20m of endowment style funding over a 10-year period. Within the quarter, Mutual Ventures have been appointed to provide consultancy to the programme. Sir John Peace has been appointed as the Independent Chair to lead the newly established Greater Carlton Town Board. The Independent Chair will play a crucial role in bringing together diverse interests and facilitating consensus to develop a comprehensive 10-year vision for Carlton. The inaugural meeting of the Board took place in July. The programme was suspended following the 2024 General Election and announcement of new government however the Council has continued works to develop the initial 3-year investment plan and 10-year vision for the end of October 2024.

Customer Experience Programme - work has commenced on the Council's Customer Experience Programme to make service delivery more

responsive and reliable for customers and to support efficiencies in delivery. Alongside the programme, the management re-structure has completed with a new Assistant Director for Customer Engagement now in place, working effectively with teams.

All time highest DNA membership figures – Gedling’s leisure centres ended Q2 with the highest ever number of DNA Health and fitness members (4633) and swim lesson members (4313) they have ever had. This growth in members means that more residents are being active and making positive steps to improving their health and wellbeing and more children will be safe in and around water.

### **3 Alternative Options**

3.1 Not to present an update on quarterly performance, in which case members will not be aware of performance against the Gedling Plan 2023-27.

### **4 Financial Implications**

4.1 There are no financial implications arising out of this report.

### **5 Legal Implications**

5.1 There are no legal implications arising out of this report.

### **6 Equalities Implications**

6.1 There are no equalities implications arising out of this report.

### **7 Carbon Reduction/Sustainability Implications**

7.1 There are no carbon reduction/sustainability implications arising out of this report.

### **8 Appendices**

8.1 Appendix A – Quarter 2 Actions Report

Appendix B – Quarter 2 Performance Indicator Report

Appendix C – Examples of Achi events, projects and corporate activities during Quarter 2 of 2024/25.

### **9 Background Papers**

9.1 None identified.

### **10 Reasons for Recommendations**






10.1 To ensure Members are informed of the performance against the Gedling Plan 2023-27.







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# Quarter 2 Action Report

Action Status	
	Cancelled
	Overdue; Neglected
	Unassigned; Check Progress
	Not Started; In Progress; Assigned
	Completed

## Theme COMMUNITY

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
COMM11.01 Continue to work with partners and stakeholder to join up services	Customer engagement	Deputy Leader Resources and Performance		31-Mar-2025	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: white; display: flex; align-items: center; justify-content: center;">0%</div>	
COMM11.02 Establish and deliver an annual calendar of Stakeholder Group meetings	Communities, Leisure and wellbeing	Communities and Place		31-Mar-2025	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4F81BD; display: flex; align-items: center; justify-content: center;">25%</div>	<b>Stakeholder Partnerships</b>  The Gedling Seniors Council met on <b>Friday 12th April (AGM) and 14th June</b> respectively to agree this year's theme of <b>Staying Active (April)</b> , and of <b>Staying Active Socially (June)</b> .

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
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Members shared and discussed examples of groups and activities available in the Borough, opportunities and challenges involved in staying active, including travel, amenities, learning, dancing, crafts and social connection. JA gave updates on the Carlton Towns Fund, and members made plans for the Arnold Summer Fair, at which the Seniors Council, in partnership with the Gedling Caribbean Elders, would be hosting the stage with a Hidden Heritage themed poetry reading, and commemorating a memorial tree for recently deceased active SC Member and Elders Member Mrs Anderson.

**Gedling Parish Clerks meeting**

A meeting of the Gedling Parish Clerks was held on **Weds 24th April**. Clerks were advised of upcoming opportunities to apply for UKSPF Strength In Community and Town Centre Grants, updated on the UKSPF Strength In Community VCS Support model commissioned work, the Carlton Towns


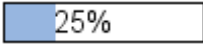



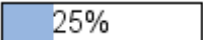



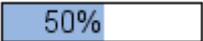
Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
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Fund and plans for this year's Parish Conference. There was interest in engaging on Local Neighbourhood 10 year plans, which are imminently up for renewal, and members requested a link to the Parks and Open Spaces Strategy/Playing Pitch Strategy for that purpose. A further meeting of the Parish Clerks took place on **Weds 17th July**, at which Clerks engaged with Planning Policy officers on the Greater Nottingham Strategic Plan, and the Council's proposed Design Code, some new interactive guidance to assist with planning applications in terms of design requirements.


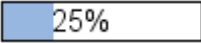

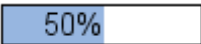
**Gedling Community Hubs and Partners meeting**

A meeting of the above group was held on **Thursday 27th June**. Members were similarly updated on the last chance to apply to the SIC VCS Support Grant, the upcoming Carlton Towns Fund and their imminent opportunity to submit project proposals where eligible. Feedback was received on successful

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
COMM11.03 Deliver a communications plan to stakeholder groups, including community, parish council, commissioned partners, Gedling Seniors and Youth Councils.	Communities, Leisure and wellbeing	Communities and Place		31-Mar-2025		<p>UKSPF Futures Grants to two local organisations present at the meeting, and others across the Borough not in attendance. JA advised on progress with the UKSPF VCS Support modelling NCVS Commission, and a date and format was agreed for the Community Voices Event at RHC on Thursday 5th September, which will bring VCS groups and organisations together in a relaxed conference with food to 'workshop', further shape and achieve buy in to the model.</p> <p>An annual calendar of Communities Team led stakeholder group meetings was considered by CMT in early Spring 2024, and approved for circulation to all departments for engagement and consultation planning purposes. This has already resulted in timely consultation by the Deputy Chief Executive with the Youth Council on the Council's Equality and Diversity policy, GBC Planning Policy and Communities Team engagement with the Parish Clerks group on the Greater Nottingham Strategic Plan, Carlton Towns Fund and new Design Code to assist with</p>

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						Planning Applications. Clerks also worked with RCAN to plan and design the Parish Conference 2024/25. Additionally, the Assistant Director for Regeneration will attend the Gedling Youth Council meeting on Monday 22nd July to discuss consultation with and representation on the Carlton Towns Fund Board.
COMM11.04 Enable and maximise targeted resources to those most vulnerable in Gedling and wider residents as appropriate	Communities, Leisure and wellbeing	Life Chances and Vulnerability		31-Mar-2025		
COMM12.01 Deliver the Gedling Employability Programme to schools across the Borough	Housing, growth and regeneration	Sustainable Growth and Economy		31-Mar-2025		Events have been carried out as per expectation with productive relationships across schools.
COMM12.02 Engage with the NCC Children and Families Service	Communities, Leisure and wellbeing	Life Chances and Vulnerability		31-Mar-2025		<u>Netherfield Family Hub</u> Netherfield Family Hub officially launched 20th September. Partners and

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						<p>residents from the local community attended, and were provided with information about the new service</p> <p>Support and funding provided by the council to deliver the Young People's mental health engagement pilot. The success of the first Gedling Family Hub in Netherfield.</p> <p><u>Gedling Community Connector Network</u></p> <p>A Gedling Community Connectors network has been established to bring together the connecting roles across the Borough. The initial meetings included representatives from: Primary Care (Social Prescribing Link Workers), Notts County Council (LAC and Adult Social Care), VCS organisations (PEK N&amp;SCVS) and Public health commissioned partners ABL.</p> <p>Partners from the range of connecting roles are coming together to share opportunities, updates and good practice.</p>

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
<p>COMM12.03 Enable the Gedling Youth Council to scrutinise, advise upon and champion services to young people and ensure ongoing promotion of initiatives and support offers for young people i.e. 'Gottalone' website.</p>	<p>Communities, Leisure and wellbeing</p>	<p>Life Chances and Vulnerability</p>	<p></p>	<p>31-Mar-2025</p>	<p></p>	<p>An inaugural meeting of the Gedling Youth Council was held on 22nd April, at which appointments to the Youth Mayor and committee roles were made. A range of items for member scrutiny and influence were identified in lieu of a three year action plan, pending.</p>
<p>COMM12.04 Work with the NCC Young People's Mental Health Strategic Group and Youth Service, Gedling Youth Council and other relevant partners to develop and improve access for local young people to mental health support.</p>	<p>Communities, Leisure and wellbeing</p>	<p>Life Chances and Vulnerability</p>	<p></p>	<p>31-Mar-2025</p>	<p></p>	<p>Positively Empowered Kids have held engagement &amp; signposting events for young people in the local area, funded by the Council. This has targeted young people's settings in Redhill, Calverton and Netherfield. Results will feed back into the Arnold Integrated Neighbourhood Working Local Design Team. Representatives attended the launch of Gedling Family Hub in September. Interest in the children and young people's mental health booklet resource created by Bassetlaw, hoping to discuss the use of this in Arnold. New members joining the partnership this</p>

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
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month who are supporting children and young people and men's mental health. Exploring how to map assets supporting mental wellbeing.

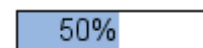
Carlton Community Connector

On the back of the success of the "Getting out and about in Carlton" leaflet the Carlton Community Connector has been starting to co-design a short walk leaflet for residents in the Carlton area. The walks are all short and designed to start and finish at a community hub.

Work has started to secure additional funding to continue to fund the Carlton Community Connector role beyond December 2024.

The Carlton Connector has been working with local partners to plan the Carlton Arts Week which will take place in October. The connector has used her networks to engage, schools, local shops, local community organisations and residents to co-design the project.

Ambition Arnold



Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
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Arnold Local Design Team of health and wellbeing partners fully consulted on Ambition Arnold Vision plans in July 2024.

Older and Wiser Booklet Resource

Final version now ready, printed copies (total 5000) will be shared across all Primary Care Networks in South Nottinghamshire. This resource supports frailty, cardiovascular disease, and mental wellbeing. Partnership working approach led by local Arnold GP practice.

Mental Wellbeing

Positively Empowered Kids have held engagement & signposting events for young people in the local area, funded by the Council. Results will feed back into the Arnold Integrated Neighbourhood Working Local Design Team. Representatives attended the launch of Gedling Family Hub in September. Interest in the children and





Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
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young people's mental health booklet resource created by Bassetlaw, hoping to discuss the use of this in Arnold. New members joining the partnership this month who are supporting children and young people and men's mental health. Exploring how to map assets supporting mental wellbeing.

Cardiovascular Disease

Highcroft Surgery and Stenhouse Medical Centre are keen to engage with this work and will identify cohorts of patients with a previous high blood pressure and invite them for a review. Data will be collected on attendance, diagnosis, and further testing as well as signposting on as appropriate to ABL health lifestyles service, Gedling leisure centres (3-month memberships available), social prescribing and other local opportunities to be active. This work is due to start mid October. Gedling Big Green Book in Progress which we signposting residents on how to utilise local green and blue spaces to improve their wellbeing.



Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
COMM13.02 Implement a series of actions to digitally upskill customers	Customer engagement	Life Chances and Vulnerability		31-Mar-2025	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: white; display: flex; align-items: center;"><span style="margin-right: 5px;">0%</span></div>	
COMM13.03 Implement and monitor delivery of Equality and Diversity Action plans for 2024/25	Deputy Chief Executive	Life Chances and Vulnerability		31-Mar-2025	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: white; display: flex; align-items: center;"><span style="margin-right: 5px;">33%</span></div>	
COMM13.04 Continue to facilitate the Gedling Social Mobility Commission (carried over)	Communities, Leisure and wellbeing	Life Chances and Vulnerability		31-Mar-2025	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: white; display: flex; align-items: center;"><span style="margin-right: 5px;">50%</span></div>	Gedling Social Mobility Commission meeting held on 20 June with a focus on Action plan progress, Building Blocks of Health and People and Skills programmes.
COMM14.01 Delivery of the Leisure and Communities Strategy	Communities, Leisure and wellbeing	Health and Wellbeing Lifestyles		31-Mar-2025	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: white; display: flex; align-items: center;"><span style="margin-right: 5px;">37%</span></div>	<u>UK Shared Prosperity Fund Sports Facilities Programme</u>  Funding for 4 projects approved by SLT - Calverton Miner's Welfare, Arnold Leisure Centre, Paviers Rugby Club, Mellish Rugby Club. With a further project being identified for the refurbishment of Conway Road Tennis

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						<p>Courts. The Calverton Miner's Welfare and Conway Park project allocation will enable close £1m external funding to be invested in local Gedling facilities from Football Foundation and Lawn Tennis Association.</p> <p><u>Report Exploring Options for new Bonington Theatre</u></p> <p>A independent report has been commissioned that explores the options for a new Theatre venue for Arnold and operational models for this. This report will inform the business case development for a wider regeneration plan for the north of Arnold Town Centre.</p> <p><u>Design Work for North End of Arnold</u></p> <p>In Quarter 3 more detailed work will be undertaken to explore options for new leisure, theatre and library facilities for Arnold. This will inform a public consultation in 2025. This work is being led by Wilmot Dixon as part of the Ambition Arnold regeneration</p>

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
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programme.

Leisure and Wellbeing Transformation Programme Manager


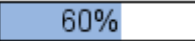

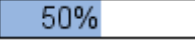
SLT has agreed the recruitment of a Leisure and Wellbeing Transformation Programme Manager to lead and coordinate the wider leisure transformation work at the heart of which will be the feasibility work for a new Carlton facility.

Update of Strategic Outcomes Planning Model (SOPM) Insight

In quarter 3 a review of leisure centre operational data will be undertaken to update the background recommendations for a new leisure facility in Carlton.

Arnold Integrated Neighbourhood Working

Over 30 partners attended the Local Design Team workshop, where there was a focus on community engagement

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						<p>in the Arnold area and how the building blocks of health can be utilised in community engagement and health wellbeing programmes going forwards. Gedling leisure centres are working closely with GPs practices in Arnold to enable patient pathways into leisure centre memberships. 120 free 3 month leisure centre memberships are being funded by the South Nottinghamshire Place Based Partnership for patients identified by these practices as being at highest risk of cardiovascular disease.</p>
<p>COMM14.02 Undertake a strategic review and condition survey of council-owned community centres and pavilions.</p>	<p>Assets and facilities manager</p>	<p>Sustainable Growth and Economy</p>	<p></p>	<p>31-Mar-2025</p>	<p></p>	<p>Condition surveys in place for most of these properties. The wider strategic review needs to tie in with the Asset Management Strategy which is being considered.</p>
<p>COMM14.03 Work with VCS, Health and others represented on the H&amp;WB Coproduction Group to create</p>	<p>Communities, Leisure and wellbeing</p>	<p>Health and Wellbeing Lifestyles</p>	<p></p>	<p>31-Mar-2025</p>	<p></p>	<p><u>Health and Wellbeing E-Newsletter</u></p> <p>3 health and wellbeing newsletters produced for July, Aug. Sept. Content included; Alcohol awareness week, MMR Vaccinations, Climate Change Challenge, World Suicide prevention</p>

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
<p>optimum growth in services for and in communities and extend the reach of Health and Wellbeing services and support promotion</p>						<p>Day, NHS Talking Therapies, National Fitness Day 2024.</p> <p><u>Community Connectors and Community Hubs</u></p> <p>Community Connectors and local Community Hubs and partners are good resources for sharing local support opportunities to local residents. They are able to promote the services in local venues and verbally when meeting with residents face to face which is important for those residents that are digitally excluded.</p> <p><u>Gedling Guide</u></p> <p>The latest version of the Gedling Guide is currently being refreshed and will be shared in November. This resource will be shared with partners and the local community. The Guide is a comprehensive directory of community wellbeing services across the borough.</p> <p><u>Killisick NHS England programme</u></p>

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						<p>A showcase event was held in May to bring together partners from a range of organisations that have been involved in the Killisick work. The event provided an opportunity to share a video that had been created to show the impact of the work in Killisick.</p> <p><u>Integrated Neighbourhood Working Arnold</u></p> <p>5 Local Design Team meetings have been held since the initial launch in December 2023. Over 40 partners have engaged in the meetings, where they have identified the key priorities for Arnold. A face-to-face Local Design Team meeting was held in Killisick in September with over 30 partners attending, which had a focus on community engagement.</p> <p><u>Heart Smart</u></p> <p>We are working with Synergy and Arrow Primary Care Network Community engagement Group. Partners from have come together to launch a heart smart</p>

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
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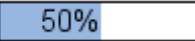

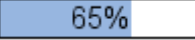
initiative. To support this a heart smart newsletter has been created.

Engagement with Gedling Young People on Mental Health

The Young Persons Mental Health Pilot funded by the Council provided the opportunity to bring commissioned mental health service providers into the local youth centres to promote their services to young people.

Health Partnerships

The Council coordinates the Gedling Community Connectors Network and the Gedling Health and Wellbeing Co-production partnership which provide opportunities for both community and commissioned partners to come together and maximise opportunities. Through the networks ABL have identified a potential opportunity to work in the Netherfield area, delivering weight management, drop-in clinics, smoking cessation and cook and eat sessions from September.

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
<p>COMM14.04 Promote the uptake of active travel by encourage our own staff, local schools and businesses within our borough to consider travel by public transport, walking, cycling and car sharing.</p>	<p>Food, health and safety manager</p>	<p>Climate Change and Natural Habitat</p>	<p></p>	<p>31-Mar-2025</p>	<p></p>	<p>Seven high security have been installed, steel bike lockers at the council office in Arnot Hill Park. These contribute to the Council's ongoing efforts to provide eco-friendly alternatives to residents who would usually travel by car and encourage them to reduce their carbon footprint.</p> <p>Car sharing has been discussed with HR and be promoted for business miles.</p> <p>Regularly update the website section: Sustainable Travel - Gedling Borough Council</p>
<p>COMM14.05 Promote active travel – reducing travel by diesel or petrol cars within the borough's boundaries</p>	<p>Housing, growth and regeneration</p>	<p>Climate Change and Natural Habitat</p>	<p></p>	<p>31-Mar-2025</p>	<p></p>	<p>Meeting booked in November between EGR and Leisure to progress and develop an Active Travel Strategy that can be adopted across the Borough.</p> <p>The strategy will also seek contributions from other key stakeholders and relevant departments within the council, as we look to promote the initiatives. .</p> <p>We are contributing toward the County</p>











Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
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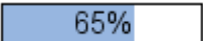
Bus Operator Strategy Group whilst taking away best practice and advice





## Theme COUNCIL




Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
COUN11.01 Establish a programme of customer engagement to support transformation	Customer engagement	Deputy Leader Resources and Performance		31-Mar-2025	<input type="text" value="0%"/>	
COUN11.02 Provide training and support across services to improve complaint responses in relation to equality related complaints	Customer engagement	Deputy Leader Resources and Performance		31-Dec-2025	<input type="text" value="0%"/>	
COUN11.03 Improve customer experience at leisure centres through the ongoing development of the Gladstone leisure management system	Communities, Leisure and wellbeing	Deputy Leader Resources and Performance		31-Mar-2025	<input type="text" value="30%"/>	New access controls at Carlton Forum gym utilise customers mobiles to gain entrance into the gym instead of using plastic leisure cards.

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
COUN12.01 Implement year 1 of the Digital Strategy and associated Road Map (Finance, Revenues & ICT Specific)	Digital, Data and Technology	Deputy Leader Resources and Performance		31-Mar-2025	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e0e0e0; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; width: 3%; background-color: #4f81bd;"></div></div> 3%	
COUN12.02 Continue to Invest in Digital Infrastructure	Financial Services	Deputy Leader Resources and Performance		31-Mar-2025	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e0e0e0; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; width: 0%; background-color: #4f81bd;"></div></div> 0%	
COUN12.03 Support acquisition and implementation of Council wide CRM	Digital, Data and Technology	Deputy Leader Resources and Performance		31-Mar-2025	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e0e0e0; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; width: 0%; background-color: #4f81bd;"></div></div> 0%	
COUN12.04 Integrate customer facing processes across CS and Environmental Services	Customer engagement	Deputy Leader Resources and Performance		31-Mar-2025	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e0e0e0; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; width: 13%; background-color: #4f81bd;"></div></div> 13%	Initial discovery work is underway across the organisation, mapping out the as is, processes and current workload alongside the transformation team.  The waste management system procurement is underway.
COUN12.05 Review and	Customer engagement;	Deputy Leader Resources and		31-Mar-2025	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e0e0e0; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; width: 10%; background-color: #4f81bd;"></div></div> 10%	Initial CMS tender spec has been developed and is currently out for

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
acquisition of new web platform	Digital, Data and Technology	Performance				applications. Shortlisting and final decision on new platform due December 2024
COUN13.01 Review funding strategy for external funding bids and grants	Financial Services	Deputy Leader Resources and Performance		31-Mar-2025	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: white;">0%</div>	
COUN13.02 Review Members Bot scheme	Governance and Democracy	Deputy Leader Resources and Performance		31-Mar-2025	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: white;">0%</div>	
COUN13.03 Ensure continued compliance with Election Act changes through updates to staff and Members on changes to impact elections in 2024	Governance and Democracy	Deputy Leader Resources and Performance		31-Jul-2024	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4F81BD; color: white; text-align: right;">100%</div>	
COUN13.04 Review arrangements for provision of procurement support to Council and other	Financial Services	Deputy Leader Resources and Performance		31-Mar-2025	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4F81BD; color: white; text-align: right;">66%</div>	The review of the Councils Procurement service has been undertaken. The recommendations from the report have been to SLT for approval and work is now well underway to implement the recommendations. These works should be concluded with a new procurement

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
authorities ensuring that Procurement Act 2023 requirements are embedded in appropriate rules and processes						service in place by March 2025.
COUN13.05 Produce Annual Report (Draft, coordinate production and release)	Workforce	Deputy Leader Resources and Performance		31-Jul-2024		Document finished and going to Cabinet for approval 17th July 2024
COUN13.06 Corporate Asset Management Plan to be developed	Assets and facilities manager	Deputy Leader Resources and Performance		31-Mar-2025		Due to capacity this has not yet be finalised however work in the background has begun.
COUN13.07 Review Community Asset Transfer Policy	Assets and facilities manager	Deputy Leader Resources and Performance		31-Mar-2025		Not yet complete.
COUN13.08 Car Park Strategy to be developed	Assets and facilities manager	Deputy Leader Resources and Performance		31-Mar-2025		Car Park Strategy not yet in place however consultation is in progress for the introduction of charging at GCP as well as introducing a cashless payment option.

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						Approval was granted to increase rates across all car parks in May 2024.
COUN13.09 Depot Transformation programme planning and implementation	Assets and facilities manager	Deputy Leader Resources and Performance		31-Mar-2025	<div style="width: 12%;"><div style="width: 12%;"></div></div> 12%	Decision was made to proceed with the demolition of the Large Garage whilst we assess the requirements for a replacement structure.  Spec for demolition currently being worked on,
COUN13.10 Produce Council Productivity Plan	Director of Transformation	Deputy Leader Resources and Performance		31-Mar-2025	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	Report presented to Cabinet on 17 July 2024 and sent to government and uploaded to the council website.
COUN14.01 Develop a new efficiency programme for 2024/25 – 2030/31 to enable a Balanced Budget in the Medium Term	Financial Services	Deputy Leader Resources and Performance		31-Mar-2025	<div style="width: 0%;"><div style="width: 0%;"></div></div> 0%	
COUN14.02 Develop and implement a Corporate Charging Strategy to maximise and identify new income	Financial Services	Deputy Leader Resources and Performance		30-Sep-2025	<div style="width: 0%;"><div style="width: 0%;"></div></div> 0%	

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
streams						
COUN14.03 Roll out new Risk Management Framework to Officers and Members	Financial Services	Deputy Leader Resources and Performance		31-Mar-2025	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: white; display: flex; align-items: center; justify-content: center;"><span>0%</span></div>	
COUN14.04 As part of ongoing strategy to be data driven and performance focused, implement new Risk Register module in Pentana	Financial Services	Deputy Leader Resources and Performance		31-Mar-2025	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #add8e6; display: flex; align-items: center; justify-content: center;"><span>12%</span></div>	
COUN15.01 Implementation of revised induction process (all employees) to include both departmental and corporate material (inc carbon reduction material)	Workforce	Deputy Leader Resources and Performance		30-Jun-2024	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #add8e6; display: flex; align-items: center; justify-content: center;"><span>100%</span></div>	Induction process has been revised (not taking into account transformation programme agenda) and Corporate Induction sessions have been re-established and successfully carried out. These Corporate Induction sessions are on the Events Calendar for new staff to enter and are delivered by the CEO and a representative from HR. A wider review of induction is taking place with the appointment of the new Assistant Director of Workforce and will

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
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feature in the HR plan for 2025/2026.

COUN15.02  
 Ensure recruitment and Selection Training includes training to avoid unconscious bias

Workforce

Deputy Leader Resources and Performance



31-Mar-2025



Current training programme does reference UB. This will be delivered through normal processes identified in teams and for new starters. In addition, the HR Manager has personally delivered group training to Members during 2024 on unconscious bias and how that relates to recruitment and selection. More widely, the Carousel of Learning Modules R&S (x4) have been updated to include this subject matter.

COUN15.03  
 Develop recruitment processes to improve opportunity and access for areas that are under-represented

Workforce

Deputy Leader Resources and Performance





31-Mar-2025



Processes identified in Environment and Leisure. ADs and senior managers have confirmed processes and the training for existing employees will be delivered during 2024-25. It was recognised that some employees in Environment and Leisure might not have access to the usual online platforms to apply for jobs. HR have periodically provided 1-2-1 support for individuals in this case. In addition, the EMF (establishment management form) process was



Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						<p>modified from a delegation of authority point of view to allow AD's to authorise the recruitment of frontline workers to their teams. HR have supported this where possible via ring-fencing Agency Workers with 2 or more years' service to apply for roles on an internal basis (again with support from HR during the application process).</p>
<p>COUN15.04 Assess under-representation in the work force and produce improvement action plan</p>	Workforce	Deputy Leader Resources and Performance	▶	31-Mar-2025		In progress with the appointment of the new Assistant Director of Workforce.
<p>COUN15.05 Review content of Learning carousel and deliver bi-monthly training workshops to improve management skills (to include process training eg casual</p>	Workforce	Deputy Leader Resources and Performance	✔	31-Mar-2025		<p>HR have also delivered 1-2-1 training sessions for new managers who have missed the bi-monthly training sessions.</p> <p>Full suite of Carousel of Learning training modules have been delivered by HR (as promised) for 2024 and are showing on Events Calendar. The newly appointed AD of Workforce will conduct a full training needs analysis in</p>

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
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recruitment)

line with transformation programme and changes to legislation for 2025/2026 with support of team.

In relation to Casual recruitment process the HR Manager conducted process-mapping workshop with Leisure Mgrs to determine what changes needed to occur. At this moment Leisure Mgrs have opted to keep processes as they are until the digital transformation programme comes in and the current process is "fit for purpose".

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COUN15.06  
Identify and implement a method (interim or permanent) to record (and report on) completion compliance for mandatory training as defied by CMT

Workforce









Deputy Leader  
Resources and  
Performance


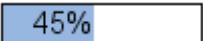

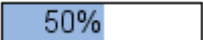

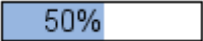


31-Mar-2025








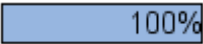



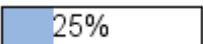
Temporary interim measure now implemented (to be publicised through Comms)- spreadsheet with self-serve functionality or for manager completion in teams where employees do not have access to PC. Medium/ longer-term solution identified through utilisation of current training module in ResourceLink (with self-serve through employee and manager views and with reporting functionality through HR)


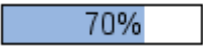

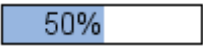

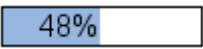

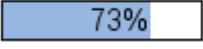
Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
COUN15.07 Establish a corporate Health and safety Training Plan across the Council	Governance and Democracy	Deputy Leader Resources and Performance		31-Mar-2025		A Corporate training plan has been designed. This will be reviewed annually as part of business as usual. This does not consider job specific H&S training which remains the responsibility of managers.
COUN15.08 Review Employee Protection register Guidance and integrate with unacceptable Customer Behaviour Policy	Governance and Democracy	Deputy Leader Resources and Performance		31-Mar-2025		The process for adding an EPR entry has been simplified. Further work is needed to refresh the guidance and consider how the Unacceptable Behaviour Policy and the EPR work together.
COUN15.09 Review Emergency Plan	Governance and Democracy	Deputy Leader Resources and Performance		31-Mar-2025		Some consideration given to content and some operational guidance gaps have been identified. A paper is required to SLT to change current on call arrangements in line with Grenfell recommendations. Sample plans have been requested from other LAs to benchmark against. Work has been done to progress a casual post to recruit existing employees as emergency volunteers.
COUN15.10	Governance and	Deputy Leader		31-Mar-2025		Before a system of testing can be



Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
Establish a programme of BCP testing	Democracy	Resources and Performance				progressed, each team needs to complete a BCP. A Strategic Business Continuity plan needs to be approved. A Business Continuity Policy needs to be approved. A report is due to go to SLT.
COUN15.11 Review Lone Worker device provision	Governance and Democracy	Deputy Leader Resources and Performance		31-Dec-2024		Extent of lone workers identified - a report is required to SLT to agree with the identified numbers of lone workers
COUN15.12 Improve access to mental health support for employees	Workforce	Deputy Leader Resources and Performance		31-Mar-2025		Work commenced to set out implementation of new Mental Health First Aider programme. Currently drafting proposals for payment of additional allowance to match other first aid allowance payments.
COUN15.13 Review the delivery of the annual health fair for staff	Communities, Leisure and wellbeing	Deputy Leader Resources and Performance		31-Dec-2024		A staff survey has been conducted to understand the need for a future health fair or/and alternative health and wellbeing activities.

## Theme ECONOMY


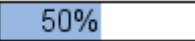
Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
ECON11.01 To manage the delivery of the UKSPF Transform Your Future project with the Futures Group	Housing, growth and regeneration	Sustainable Growth and Economy		31-Mar-2025	<div style="width: 40%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 40%	After a slow start with mobilisation challenges performance is now working toward agreed expectations
ECON11.02 Promote and encourage participation with apprenticeship opportunities for residents across the Borough	Housing, growth and regeneration	Life Chances and Vulnerability		31-Mar-2025	<div style="width: 40%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 40%	Apprenticeships are actively promoted as part of our Job Fairs which take place quarterly in addition to our dedicated Apprenticeship Fair scheduled for Feb 25
ECON11.03 Coordinate a manageable number of work experience placements (school age and working age placements)	Workforce	Life Chances and Vulnerability		31-Mar-2025	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	We have provided 9 placements during the year which has been very successful in providing valuable working experience across a number of departments this year.
ECON11.04	Workforce	Life Chances		31-Mar-2025	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	We have had 4 supported internships

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
Coordinate the supported internship programme		and Vulnerability				and we will continue to promote this opportunity with teams in the Council to support social value and assist in our future recruitment campaigns.
ECON11.05 Support and coordinate ongoing impact with NTU	Workforce	Sustainable Growth and Economy		31-Mar-2025		We have provided 3 supported internships from NTU, which has been very successful in providing valuable working experience across a number of departments this year.
ECON12.01 Ensure effective management and oversight of UKSPF Business Support contracts	Housing, growth and regeneration	Sustainable Growth and Economy		31-Mar-2025		Progress is being monitored through monthly reviews with both the EMC and NCC to highlight success and risks with performance. Performance is on track with expectations and being reported to our UKSPF programme manager for monitoring
ECON12.02 Identify the opportunities to drive investment in the Borough and new business opportunities	Housing, growth and regeneration	Sustainable Growth and Economy		31-Mar-2025		We are currently drafting specifications for a Visitor Economy, Heritage Strategy and Economic Growth Plan before going out to consultation. The three documents should create a legacy from UKSPF funding and provide an opportunity to grow inward investment


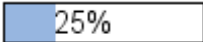


Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						to the Borough from partners and stakeholders
ECON12.03 Complete the development and market the AMP Enterprise Centre funded by UKSPF grant	Housing, growth and regeneration	Sustainable Growth and Economy		31-Mar-2025		Project on programme and budget to be delivered and operational in the autumn 2024.
ECON12.04 Complete the development and market 4 additional industrial units at Hill Crest Business Park	Housing, growth and regeneration	Sustainable Growth and Economy		31-Mar-2025		The Hill Crest Business Park extension business case approved by D2N2 and the construction contract is being finalised.
ECON13.01 To develop a viable masterplan and scheme for Arnold north.	Housing, growth and regeneration	Sustainable Growth and Economy		31-Mar-2025		Ambition Arnold Baseline Review and Visionary Masterplan consultation completed and a report is scheduled for Cabinet to approve the plans. Work is underway to develop a viable business case for the north of Arnold Town Centre that is to be completed in Q4
ECON13.02 Identify and implement measures to	Housing, growth and regeneration	Sustainable Growth and Economy		31-Mar-2025		Public Realm works at Eagle Square have been completed to improve accessibility, also new market stall canopies have been purchased and


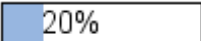
Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
improve the viability and sustainability of the Arnold Market						installed. Public consultation has been completed with the public, businesses and stall holders that supports the permanent relocation of the Arnold Market at Eagle Square. A report is scheduled for Cabinet in December that is to be subject to relevant permissions (planning and licencing). Ambition Arnold Visionary Masterplan identified the opportunities for a vibrant market to support the long-term viability of Arnold Town Centre. To ensure the long-term sustainability of Arnold Market in its proposed permanent location a review is to be undertaken to include the AMP Live speciality market that is to be completed in 2025. The review will include operational model, policies and charging. Whilst the review is being undertaken the Arnold Market will be promoted to attract a more diverse range of stallholders and footfall - this will be lead by the EGR Team and the UKSPF Communications and Marketing Officer.
ECON13.03 Develop and implement plans to	Housing, growth and regeneration	Sustainable Growth and Economy		30-Sep-2024		Ambition Arnold Vision to be submitted to Cabinet in December 2024, with proposals under development for the



Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
support improvements to the Borough's Town and rural Centres						north of the town including potential interventions to improve accessibility to the town, public realm and connectivity of green spaces. Greater Carlton LTPFT Vision and investment plan to be agreed by the Board subject to change upon the release of the revised guidance. UKSPF programme delivery of improvements to increase footfall and support businesses across the Borough's town and highstreets including rural areas.
ECON13.04 Showcase Town and Parish centres as part of the delivery of the Council's Events Programme 2024/25	Communities, Leisure and wellbeing	Communities and Place		31-Mar-2025		<p><u>UK Shared Prosperity Funding Events and Culture</u></p> <p>Contributions from this fund have been provided to:</p> <ul style="list-style-type: none"> <li>Calverton Parish Council for community woodland project</li> <li>Calverton Folk Museum for new signage and awareness raising activities</li> <li>Carlton Art Week</li> <li>Commission opportunity for Positively Empowered Kids to deliver Notts day</li> </ul>

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						<p>event on 23rd August in Arnold Town Centre confirmed.</p> <p>Funding provided to enable a road closure to support the delivery of Netherfield Christmas Lights Switch On in November 2024.</p> <p>Funding provided to support Daybrook Bowls Club Centenary event to take place on 3rd August 2024.</p> <p>Funding provided to support Summer at St Georges event in Netherfield on 16th August 2024.</p> <p><u>Support for Local Community Events</u></p> <p>In quarter 2 support has been provided to the following organisations in delivery of community events and activities in this quarter: Papplewick Parish Council/Pappfest Committee, Positively Empowered Kids - Nottinghamshire Day and Killisick Fun Day events, Carlton Action Group - Carlton Olympics event.</p> <p>In quarter 1 support has been provided</p>

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						to the following organisations to support events delivery in town and parish centres during this quarter - Netherfield St Georges Centre, Carlton Action Group, Gedling Gala Committee and RE Church (Carlton).
ECON13.05 Identify opportunities to draw visitors to the Borough to support the local economy and encourage pride in the Borough	Housing, growth and regeneration	Sustainable Growth and Economy		31-Mar-2025		Tender documentation being drafted to procure a visitor economy/visitor management plan for the Borough.
ECON14.01 Create a new network of walkways and cycleways around the borough (to include a path extension to link the Green Lung Cycle and Walkway into Gedling Country Park)	Development Services	Climate Change and Natural Habitat		31-Mar-2025		


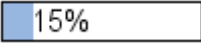

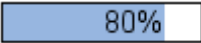

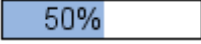
Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
<p>ECON14.02 Establish a new short- medium- and long-term Heritage Strategy, creating connectivity between walking and cycling routes, parks, open spaces, and other heritage assets.</p>	<p>Communities, Leisure and wellbeing</p>	<p>Climate Change and Natural Habitat</p>	<p></p>	<p>31-Mar-2025</p>	<p></p>	<p><u>Support for Funding Applications</u></p> <p>Input provided to City Arts in submitting an application to the Jigsaw Foundation to support the delivery of the new Carlton Arts Week.</p> <p><u>Heritage Strategy</u></p> <p>Tender document completed to request additional support for the development of heritage work in the borough, as part of wider work with Economic Growth on the commissioning of a Destination Management Plan for the borough.</p> <p>Three tenders have been submitted by organisations bidding to deliver a new heritage strategy and destination management plan for the borough. The chosen contractor will be appointed by the end of October 2024.</p> <p><u>Stakeholder Engagement</u></p> <p>Support has been provided to Inspire Culture as part of an exhibition to celebrate 50 years of Gedling Borough</p>




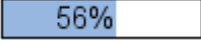
Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
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at Arnold Library including the sharing of key local heritage contacts.

Any further heritage stakeholder group will be convened around the appointed contractor who is leading on the delivery of a new heritage strategy for the borough - from November 2024 onwards.

**Theme PLACE**

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
PLAC11.01 Review Carbon Management Action Plan	Development Services	Climate Change and Natural Habitat		31-Mar-2025		The Carbon Management Action Plan will be reviewed & updated as soon as all the directors are in post. Note, for now all the original actions have been uploaded. Each Director will be responsible for actions within their service area once confirmed. In August an internal audit was undertaken on the action plan recommendations will be taken forward when reviewing the action plan.
PLAC11.02 Delivery of Biodiversity Net Gain for qualifying new developments by at least 10%. Promote Natural Climate Solutions for Gedling in partnership with landowners/managers	Development Services	Climate Change and Natural Habitat		31-Mar-2025		
PLAC11.03 Offset residual emissions	Parks and Street Care	Climate Change and Natural		31-Mar-2025		Increase biodiversity using Tree planting There are plans to plant trees during the

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
<p>from hard to reduce sources / Plant 500 UK native trees across the borough to mark the lead up to the 50th Anniversary of the creation of Gedling Borough</p>		<p>Habitat</p>				<p>months of November through to March 2025. The majority of those will be carried during Q3</p> <p>Deliver woodland trust &amp; Other Grant based initiatives. As for PLAC11.03.01 There are plans to plant trees during Q3. Planting will be begin November 2024 and be completed by March 2025</p> <p>500 tree planting target. As for PLAC11.03.01 and 02 Plans and developments are in place and ongoing to plant trees between November 2024 and March 2025. The target is set to be exceeded as in previous years.</p>
<p>PLAC11.04 Minimise the borough's waste and its impact on the environment</p>	<p>Transport and Waste Services</p>	<p>Environmental Services (Operations)</p>		<p>31-Mar-2025</p>		
<p>PLAC11.05 Deliver the investment plan to enhance existing parks and open spaces and seek external funding for our development</p>	<p>Parks and Street Care</p>	<p>Climate Change and Natural Habitat</p>		<p>31-Mar-2025</p>		<p>Play Areas.</p> <p>Valley Road redevelopment is due to begin in Jan/Feb 2025</p> <p>St Marys - no progress</p>

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
projects						Jackie Bells currently going through procurement. Funding bid to be submitted February 2025
						Trees for Climate – Digby Park.
						External funding secured. Currently going through the second procurement exercise as no RFQ received during the first exercise. Deadline is 29th November. Planting to take place between December and March 2025 subject to receiving a minimum of 3 quotations as required by the funding provider.
						The ground works have been completed prior to planting
						Neaton Close Path Works
						Contract signed and awarded. Meeting on site - pre contract meeting. Sorting availability of parts. Once sourced will



Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						<p>revisit with a dated program for the works. Start Jan 25 - end Feb 25.</p> <p>Bee Pollinator wildflower actions 2024.</p> <p>Ongoing maintenance of the sites across the borough's parks.</p> <p>New development at Arno Vale Park for 2024</p> <p>Work alongside Parks FoG's &amp; Green Flag</p> <p>4 Green Flag awarded parks retained the Green Flag status in 2024</p> <p>Continued partnership working with 16 friends of groups for GBC parks. Many developments have been proposed for the Carlton Towns Fund subject to funds being available. The Friends of groups within this geographic area have put forward proposals for many</p>

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
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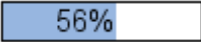

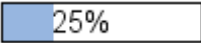
development projects

Lambley Lane Sports

The pavilion on Lambley Lane installed. Sewer, water, electric all connected and commissioned. Sanitary ware in place. Minor snagging works taking place and new signs are to be installed on 4th Dec 24 Still require the completion certificate off Building Control formally confirming there are no issues with the development, and everything is safe. With football ending for the Christmas period, plan a formal opening the first full week of Jan 2025 [w/c 6th] when the facility isn't left unused for 2/3 weeks. Complete Feb 2025.

Retaining wall AHP Park View car park.

Temporarily fenced, ground survey required to inform design. Start to specify and obtain quotes, Budget Bid

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
PLAC11.06 Develop and implement a plan to raise awareness of and maximise usage of our local parks, play areas and open spaces	Parks and Street Care	Climate Change and Natural Habitat	▶	31-Mar-2025		<p>Approved £22K Timescale: Design and tender Jan 2025</p> <p>Promotion of Park, play areas taking place with events advertised on Facebook and via parks FoG. Events taking place throughout the year.</p> <p>Parks Byelaws Draft Byelaws have been produced. Awaiting to be included on the agenda for a Council meeting for approval to run wider consultation on the draft Byelaws. January date provisionally set.</p>
PLAC11.07 Install a bird hide on the lower lagoons as part of the 10-year development strategy for the improvement of Gedling Country Park	Parks and Street Care	Climate Change and Natural Habitat	✔	31-Mar-2025		
PLAC11.08 Promote and support community based 'clean up'	Parks and Street Care	Environmental Services (Operations)	▶	31-Mar-2025		We continue to promote the page related to parks and green spaces volunteering that can be found on our website

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
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initiatives including the seasonal big clean events

at:<https://www.gedling.gov.uk/resident/parksandgreenspaces/volunteering/>

In terms of litter picking on our roads and streets and urban open space areas, this has not been something we have formally advertised, but our 'Communications' team have been asked to prepare a further link that will enable community groups and individuals to volunteer to litter pick of our streets and urban open spaces. This takes place currently but developed informally, in that individuals or groups email: [parks@gedling.gov.uk](mailto:parks@gedling.gov.uk) asking to organise a cleansing event or to litter pick individually. Our Cleansing Supervisor picks up on any requests and works to facilitate them.

We provide litter pickers and fluorescent vests and blue bags and need to be kept informed of when and where the bags need collection following an event or litter picking activity.

This work is ongoing throughout the year in the lead up to the Big Spring

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						Clean event to be held in March 2025 to key in with Keep Britain Tidy's national campaign.
PLAC12.01 Implement Strength in Community programme	Communities, Leisure and wellbeing	Communities and Place		31-Mar-2025		<p><u>Partnership Development Officer</u></p> <p>Nottingham CVS have appointed a Partnership Development Officer funded by the GBC programme who is engaging with key VCS groups in the borough and strategic VCS Support organisations to form a Steering Group for the VCS Support model delivery.</p> <p><u>UK Shared Prosperity Fund Strength In Community VCS Resilience Grant Fund</u></p> <p>Round 2 launched in first week of June, closing date 28th June. 32 applications received, panel meeting held on 9th July, with circa 22 successful awards pending grant agreement and payment.</p>
						PLAC12.02 Minimise the Borough's exposure to flood related events

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
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2024.

Bentwell Lagoon



GBC are project managing the re profiling of the concrete channel and the base of the lagoon area. Starting from top end at water access point and including cutting back of greenery. The arisings dug out on site will be temporarily stored to drain the water for a short period before removal. By letting it drain we directly decrease our disposal costs (dry silt weighs less) keeping the program within budget. Dispose of arisings. Budget approx £90K for total works. During the cooler winter/early spring weather, any odours in this instance should not be an issue. Results of the sampling have come back as contaminated with petro-chemicals. Timescale: JCT Tender form being discussed with Legal prior to drawing up the specification, tender and using the ST drawings in the spec . Completion: Autumn 2025.

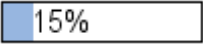
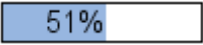
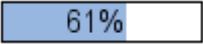
Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
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Repair Dyke 85 Conway Road Ouse Dyke


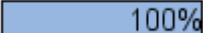



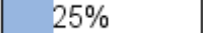
Sought Framework price. Let it to Alliance to sign. Legal sorted signing of the contract - Now signed. Alliance to speak to Env Agency about consent for temporary works first part of the contract. As part of contract award, a program will be produced which will give us the completion date. Pre contract start meeting with the contractor. In contact with E.A and are producing the info for the temp works. Also producing a schedule with timeline for completion.


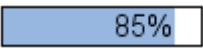

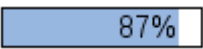

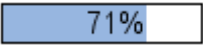
Timescale: Timeline: Start Jan 25 with completion date of 31 Mar 25.

PLAC12.03 Celebrate our local achievements (Pride of Gedling awards)	Customer engagement	Communities and Place		31-Dec-2024		Pride of Gedling award ceremony successfully held on 6th November 2024
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Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
PLAC13.01 Seek to improve our domestic abuse response through the introduction and adoption of an established set of standards and an accreditation process. - Domestic Abuse Housing Alliance (DAHA) accreditation	Housing, growth and regeneration	Life Chances and Vulnerability	▶	31-Mar-2025		The Health Check is underway and progress overall is approximately 15%
PLAC13.02 Work with the Police and other agencies to identify, understand and prevent Domestic Violence, and to disrupt and dismantle Modern Slavery Groups. To make GBC & Nottinghamshire a risk location for traffickers	Community Protection	Life Chances and Vulnerability	▶	31-Mar-2025		
PLAC13.03 Work in a targeted way with	Community Protection	Public Protection	▶	31-Mar-2025		



Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
<p>partnership agencies including the OPCC and the Police to put activities and community engagement in place to deliver a reduction in Crime, Youth Offending and a reduction in the fear of crime</p>						
<p>PLAC13.04 Invest in new and upgrade CCTV in priority hot spots</p>	Community Protection	Public Protection		31-Mar-2025		
<p>PLAC13.05 Seek successful prosecutions and enforcement action for dog fouling, anti-social behaviour and against those that fly-tip waste</p>	Community Protection	Public Protection		31-Mar-2025		<p>Currently the NW service consist of one NW so the level of enforcement is greatly reduced. However, Community Protection Manager and the legal service are looking to outsource the enforcement element of the service to create a new business model</p>
<p>PLAC13.06 Review arrangements for resourcing</p>	Community Protection	Public Protection		31-Mar-2025		<p>Agreement from Portfolio Holder for Public Protection to commission the services of contractor Community</p>

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
enforcement function						protection Manager has drafted a specification which he and director of Place are reviewing. Legal are now involved and are giving advice on complaints procedures, scope of the work and giving advice on procurement.
PLAC13.07 Develop the Council's approach to licensing regulation and enforcement	Community Protection	Public Protection		31-Mar-2025		
PLAC13.08 Streamline the Environmental Permitting Burden in relation to the Environmental Permitting Regulations	Community Protection	Public Protection		31-Mar-2025		
PLAC14.01 Progress the Greater Nottingham Strategic Plan in partnership with Broxtowe and Rushcliffe Borough	Development Services	Sustainable Growth and Economy		31-Mar-2025		In partnership with Broxtowe and Rushcliffe Borough Councils along with Nottingham City Council we are developing a Strategic Plan, which sets out the policies which will help guide future development across our combined areas. Once adopted, the

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
Councils and Nottingham City.						<p data-bbox="1563 323 2145 432">Strategic Plan will replace the Aligned Core Strategy and comprise part 1 of the Council's Local plan.</p> <p data-bbox="1563 472 2145 1059">The Strategic Plan will look at how Greater Nottingham's longer-term development needs can be met up to 2041 supported by more detailed policies which will be developed in each Council's own individual Part 2 Local Plan. The Strategic Plan will cover key strategic issues such as climate change; improving access to homes and jobs; infrastructure; and conservation and enhancement of the natural, built and historic environment. An important role of the Strategic Plan is to outline the approach to meeting housing need and include housing targets for each Council area.</p> <p data-bbox="1563 1099 2145 1281">The Growth Options Consultation took place between the 6th July -14th September 2020 with an extension between 10th February and 24th March 2021.</p> <p data-bbox="1563 1321 2145 1359">The 'Preferred Approach' document was</p>

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						<p>considered by Cabinet on 8 December 2022. Members resolved to approve the Greater Nottingham Strategic Plan Preferred Approach document and Sustainability Appraisal in so far as it relates to Gedling Borough with the exception of proposals to release Green Belt land at Teal Close, in light of the Ministerial Statement made on 6th December 2022 and to be made clear in an updated National Planning Policy Framework, to allow a period of public representations.</p> <p>The consultation was launched on 3 January 2023 for a period of 6 weeks. There has been a press release and a briefing note has been issued to all members.</p> <p>The document does not include the full range of topics that will form the Strategic Plan but focusses on the vision and strategy for meeting longer term development needs, including the approach to housing provision and employment need as well as the strategic sites required to meet</p>

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
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requirements.

For Gedling Borough, the strategy for meeting longer term development needs is:-

- firstly to accommodate growth in and adjacent to the main built up area of Nottingham;
- secondly adjacent to the sub regional centre of Hucknall; and
- thirdly in or adjacent to Key Settlements at Bestwood Village, Calverton and Ravenshead.

The housing target for each borough is set by national government and for Gedling Borough the target is 7,950 homes up to 2041 plus a buffer of around 800 homes. Much of the target is already met by sites that are allocated for development or have planning permission, such as:-

- the strategic sites at Gedling Colliery/Chase Farm and Teal Close (both on the edge of the urban area); and the strategic sites at Top Wighay Farm and North of Papplewick Lane

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
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(both on the edge of Hucknall)

The Preferred Approach proposes an extension to the existing allocation at Top Wighay Farm of 640 homes.

A further discrete consultation was undertaken in Q3 2023/24 for a preferred approach to logistics sites. None of the preferred sites are located within Gedling. The consultation on the draft Greater Nottingham Strategic Plan began on Monday 4th November and ends Monday 16th December. The extension to the existing allocation at Top Wighay Farm has been increased to 710 homes.

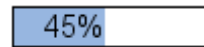
PLAC14.02  
Undertake a review of the Infrastructure List as part of the review the Community Infrastructure Levy Policy.

Development Services





Sustainable Growth and Economy


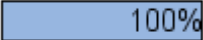

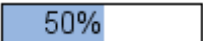


31-Mar-2025


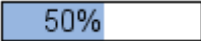


Report to Cabinet on 12 December 2024 to seek approval for to commence a 4-week public consultation on revised Strategic Infrastructure Projects to be funded through the Strategic receipts of the Community Infrastructure Levy (CIL). Subject to approval, public consultation will commence in January 2025.

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
PLAC14.03 Put in place a design code for the Borough	Development Services	Sustainable Growth and Economy		30-Sep-2024	<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; height: 15px;"></div></div> 100%	
PLAC14.04 Create and implement Housing Strategy to include consideration of the needs of vulnerable groups including those with physical/learning disabilities and older people who may need adaptations to remain in their accommodation.	Housing, growth and regeneration	Sustainable Growth and Economy		31-Mar-2025	<div style="width: 75%;"><div style="width: 75%; background-color: #4f81bd; height: 15px;"></div></div> 75%	A Housing Strategy has been drafted. It is in its final draft stages and then will be put out to consultation. The aim to get the strategy live asap
PLAC14.05 Identify and deliver key interventions to prevent homelessness and rough sleeping.	Housing, growth and regeneration	Life Chances and Vulnerability		31-Mar-2025	<div style="width: 32%;"><div style="width: 32%; background-color: #4f81bd; height: 15px;"></div></div> 32%	Work is ongoing to identify new prevention measures. Additional TA units are being purchased and work is underway to examine the possibility of using the bowling pavilion located in Arnot Hill Park as a potential night shelter.
PLAC14.06 Initiate	Housing, growth	Life Chances		31-Mar-2025	<div style="width: 50%;"><div style="width: 50%; background-color: #4f81bd; height: 15px;"></div></div> 50%	3 bids on properties on the open market

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
<p>a project to extend the supply of temporary accommodation in the Borough to reduce reliance and spend on B&amp;B as part of works to ensure that the Borough has suitable temporary accommodation to reduce reliance on B&amp;B</p>	<p>and regeneration</p>	<p>and Vulnerability</p>				<p>have been accepted and working is ongoing to secure a further 3 units. Additional work is underway to explore modular accommodation such as pods and tiny homes (similar to 2 storey caravans) as well as converted shipping containers as a cheaper TA option. This will maximise the TA purchasing budget and mean more units are available to the Housing Options team and help reduce the B&amp;B expenditure.</p>
<p>PLAC14.07 Designated Resettlement Officer to work directly with refugees and asylum seekers</p>	<p>Housing, growth and regeneration</p>	<p>Life Chances and Vulnerability</p>		<p>31-Mar-2025</p>		<p>Resettlement Officer appointed and in post.</p>
<p>PLAC14.08 Promote the Uptake of Energy Efficiency Measures in Domestic Properties</p>	<p>Public Protection</p>	<p>Climate Change and Natural Habitat</p>		<p>31-Mar-2025</p>		<p>Targeted promotion completed for Devolution retrofit funding project and Home Upgrade 2 schemes resulting in the necessary number of households coming forward to access the scheme to fully utilise the available funding.</p>



Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						<p>Devolution funding retrofit scheme on course to virtually fully utilise grant funding allocation. 31 households participating scheme with all but 2 installations complete.</p> <p>HUG2 scheme has 25 homes in pipeline. 13 have had technical surveys and are being considered for next batch. 11 further household referrals being processed. Target for scheme is 22 households. Currently on course to utilise funding available</p>
<p>PLAC14.09 Address private landlords and managing agents who intentionally let sub-standard accommodation and do not comply with the law and where necessary take appropriate</p>	<p>Public Protection</p>	<p>Public Protection Portfolio</p>	<p></p>	<p>31-Mar-2025</p>	<p></p>	<p>Following public consultation, a new Selective Licensing scheme was approved by Cabinet on 5th September to come into force on 5th January 2025 for up to 5 years. New scheme to apply to all private rented homes in the Netherfield ward.</p> <p>Through the operational phase 2</p>

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
enforcement action						<p>selective licensing scheme in Carlton Hill, Colwick, Daybrook and Newstead Village in quarter 2, 28 inspections were carried out, 48 final licenses issued, 57 draft licensed issued. As part of investigations into potentially unlicensed properties, 22 properties were visited, 20 letters were sent out and four interviews under caution have been conducted and 3 voluntary statements under caution facilitated. This proactive work has directly led to 31 applications being submitted, with 21 more in the process of being submitted. In addition to this six Section 16 notices (requesting of information) and six 235 notices (requesting of documentation) have been served</p> <p>As an alternative to prosecution five final Civil Penalty Notices served in relation to five properties for a total of £7,200. Six more notices of intent served in relation to six properties for a total proposed amount of £11,625.</p>

# Quarter 2 indicator report

## COMMUNITY

PI Code & Short Name	Managed by	Ownership Portfolio Owners	Q2 2024/25			Annual 2024/25	Trend compared to previous quarter	Quarterly Status	Latest Note
			Value	Target	Year to Date				
LI027 Number of visits to leisure centres	Communities, Leisure and wellbeing	Health and Wellbeing Lifestyles	317,604	291,300	637,769	1,165,000	↓	✔	
LI027f Number of attendances - Bonington Theatre	Communities, Leisure and wellbeing	Health and Wellbeing Lifestyles	8,876	9,481	18,366	48,000	↓	✘	Attendances are slightly down compared to target for a few reasons. The films released during this period compared to summer 2023 are not as popular and haven't drawn such interest from patrons, there have been more live music and theatre events and there are also staffing challenges which has meant a small reduction in the listings at the Bonington. Some

PI Code & Short Name	Managed by	Ownership Portfolio Owners	Q2 2024/25			Annual 2024/25	Trend compared to previous quarter	Quarterly Status	Latest Note
			Value	Target	Year to Date				
LI074 Average time to process new Housing Benefit claims (in calendar days)	Regeneration and Welfare	Life Chances and Vulnerability	17.7 days	15 days	15.8 days	15 days	↓	🔴	popular films are due out in Q3 and the staffing vacancies should be resolved which will help the attendances pick up again.
LI075 Average time to process Housing Benefit change in circumstances (in calendar days)	Regeneration and Welfare	Life Chances and Vulnerability	7.7 days	5 days	5.8 days	5 days	↓	🔴	Performance during Q2 has dropped due to staff reductions and annual leave. there was also an increase in change in circumstances and following an issue with the Civica software we were unable to bulk update work meaning more manual assessment's were needed which is more time consuming.
LI076 Average time to process new Housing Benefit change in circumstances (in calendar days)	Regeneration and Welfare	Life Chances and Vulnerability	10.7 days	10 days	10.8 days	10 days	↓	🔴	The managed migration from HB to UC has contributed to more work being received. During periods where workloads increase the

PI Code & Short Name	Managed by	Ownership Portfolio Owners	Q2 2024/25			Annual 2024/25	Trend compared to previous quarter	Quarterly Status	Latest Note
			Value	Target	Year to Date				
									department normally bulk update some work types to keep the work up to date. However there has been a problem with this functionality in the Civica Open Revenues software and a patch release has only just been received and tested. Now this has been rectified, the team should now be able to address the current backlog caused and processing times should start to significantly improve moving forward.
LI085 Current number of DNA members	Communities, Leisure and wellbeing	Health and Wellbeing Lifestyles	4,633	4,500		4,500	↓	✅	
LI086 Average length of time spent in temporary accommodation (in	Regeneration and Welfare	Life Chances and Vulnerability	24.4 wks			24.6 wks	↑	📊	




PI Code & Short Name	Managed by	Ownership Portfolio Owners	Q2 2024/25			Annual 2024/25	Trend compared to previous quarter	Quarterly Status	Latest Note
			Value	Target	Year to Date				
LI379 Average number of Swim School Members (12 month rolling period)	Communities, Leisure and wellbeing	Health and Wellbeing Lifestyles	4,313	4,200		4,200	↓	✅	
Li410 Total number of family households in B&B at the end of the month	Regeneration and Welfare	Life Chances and Vulnerability	18.7		15.5		↓	📊	
LI155 Number of affordable homes delivered (gross)	Development and Place	Sustainable Growth and Economy	7	38	25	75	↓	🛑	Rolleston Drive site has had construction paused for some time, we have been informed the site should begin delivering affordable units in Q3

weeks)

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## COUNCIL

PI Code & Short Name	Managed by	Ownership Portfolio Owners	Q2 2024/25			Annual 2024/25	Trend compared to previous quarter	Quarterly Status	Latest Note
			Value	Target	Year to Date				
LI006 Working Days Lost Due to Sickness Absence (rolling 12 month total)	Workforce	Deputy Leader Resources and Performance	8.82 days	9.00 days		9.00 days	↑	✓	
LI016 Percentage of Council Tax collected	Finance and ICT	Deputy Leader Resources and Performance	54.18%	49.25%		98.50%	↑	✓	
LI017 Percentage of Business Rates Collected	Finance and ICT	Deputy Leader Resources and Performance	56.06%	49.45%		98.90%	↑	✓	
LI018 Percentage of invoices paid within 30 days	Finance and ICT	Deputy Leader Resources and Performance	96.79%	99.00%	97.39%		↓	⚠	Delays are mainly due to annual leave in August and staff absences in creditors department. In addition there were some delays in goods receiving and approvals, this is likely due to the staff restructure and authorisations moving.
LI052 Percentage of calls to the contact	Customer engagement	Deputy Leader Resources and	98.3%	94.0%			↑	✓	






PI Code & Short Name	Managed by	Ownership Portfolio Owners	Q2 2024/25			Annual 2024/25	Trend compared to previous quarter	Quarterly Status	Latest Note
			Value	Target	Year to Date				
centre answered (or call back made) - 12 month rolling total		Performance							
LI411 Number of customers attending outreach hubs	Customer engagement	Deputy Leader Resources and Performance	178		413		↓		
LI420 Number of customers contacting through webchat	Customer engagement	Deputy Leader Resources and Performance	1,681		3,411		↓		
LI421 Average call waiting times (Seconds)	Customer engagement	Deputy Leader Resources and Performance	42				↓		



**PLACE**

PI Code & Short Name	Managed by	Ownership Portfolio Owners	Q2 2024/25			Annual 2024/25	Trend compared to previous quarter	Quarterly Status	Latest Note
			Value	Target	Year to Date				
LI 314 Number of rented households with health and safety hazards that fall below the minimum legal standard that have been remediated following the council's intervention	Public Protection	Public Protection Portfolio	14	13	27	50	↑	✅	
LI107 Number of litter and dog fouling Fixed Penalty Notices (FPN) served	Community Protection	Public Protection Portfolio	4		9		↓	📊	
LI118 Number of long term (over 6 months) empty homes in the Borough returned to use as a result of Gedling Borough Council intervention	Public Protection	Sustainable Growth and Economy	12	17	66	70	↓	🛑	Behind target for quarter 2 but overall for year ahead of target.
LI133 Number of fly tipping incidents reported to Gedling	Community Protection	Public Protection Portfolio	253		686		↑	📊	

PI Code & Short Name	Managed by	Ownership Portfolio Owners	Q2 2024/25			Annual 2024/25	Trend compared to previous quarter	Quarterly Status	Latest Note
			Value	Target	Year to Date				
Borough Council									
LI276 Percentage of food premises scoring 4 or 5 in the national food hygiene rating scheme	Public Protection	Public Protection Portfolio	96%	95%		95%	▬	✅	
LI346 Percentage of fly tipping incidents removed within 10 working days	Community Protection	Public Protection Portfolio	96.84%	98%	97.9%	98%	↓	✅	
LI419 Number of anti-social incidents reported to Council	Community Relations	Public Protection Portfolio	101				↑	📊	
NI154 Net additional homes provided	Development and Place	Sustainable Growth and Economy	106	116	232	463	↓	🛑	Housing commencements had been low in Q1 of this year but are starting to pick up again. Also Rolleston Drive has been dormant for over a year but has recently resumed activity. We expect numbers to increase and meet target for later part of this financial year.

PI Code & Short Name	Managed by	Ownership Portfolio Owners	Q2 2024/25			Annual 2024/25	Trend compared to previous quarter	Quarterly Status	Latest Note
			Value	Target	Year to Date				
NI157a Percentage of Major planning applications processed within 13 weeks	Development and Place	Sustainable Growth and Economy	100.00 %	92.00%	100.00 %				
NI157b Percentage of Minor planning applications processed within 8 weeks	Development and Place	Sustainable Growth and Economy	83.33%	86.00%	86.21%			The target has been narrowly missed as several historic complex cases have been resolved during the quarter, resulting in decisions beyond the target date. Two permanent appointments have now been made to the Development Management team, which will provide longer- term resilience and continuity with complex casework. Target was exceeded in Q4 last year.	
NI157c Percentage of other planning applications processed within 8 weeks	Development and Place	Sustainable Growth and Economy	89.33%	80.00%	91.71%				

PI Code & Short Name	Managed by	Ownership Portfolio Owners	Q2 2024/25			Annual 2024/25	Trend compared to previous quarter	Quarterly Status	Latest Note
			Value	Target	Year to Date				
NI191 Residual household waste per household in Kg	Transport and Waste Services	Environmental Services (Operations)	145.26k g	145kg	290.57k g	580kg	↑	✔	
NI192 Percentage of household waste sent for reuse, recycling and composting	Transport and Waste Services	Environmental Services (Operations)	35.90%	34.00%	37.67%	34.00%	↓	✔	

**GEDLING  
PLAN  
2023-2027**

**Examples of achievements, corporate  
activities and projects during  
Quarter 2 - 2024/25**

## **Skills and Employment**

Recruitment/Jobs Fair - The council's Economic Growth and Regeneration service, in collaboration with Arnold Department for Work and Pensions, organised an Autumn Jobs Fair at the Civic Centre in September 2024. There were 238 attendees, and 30 exhibitors raising awareness of a wide range of vacancies and opportunities.

START in South Nottinghamshire Platform - The START online portal, which provides a sustainable resource to help local people find employment, training and educational opportunities became live. Local businesses and training providers are being encouraged to list vacancies, creating a vital link between employers and job seekers within South Nottinghamshire.

## **Business**

Retail Workshops Launch – The council hosted a series of free retail workshops in September 2024 to support local businesses to boost their sales. Twenty-four businesses attended the first three face-to-face workshops. The bespoke workshops have been created from identified skills gaps, issues and needs from the diagnostic process through the borough.

## **Town and Local Centres**

Ambition Arnold Consultation – The Ambition Arnold public consultation took place from 8th of July 2024 until the 18<sup>th</sup> of August 2024 encouraging residents, local businesses and other key stakeholders to share their views and ideas on several proposals to improve the town centre. The campaign was promoted across multiple channels, including social media, email newsletters and in the council's magazine. The vision addresses key challenges and lays out the groundwork for securing external funding after two unsuccessful attempts to bid for Central Government Levelling Up funding for the area.

Carlton Long Term Plan for Towns - In March 2024, the government announced a further tranche of Long-Term Plan for Town (LTPFT) funding. Carlton was selected as part of this tranche to receive £20m of endowment style funding over a 10-year period. Within the quarter, Mutual Ventures have been appointed to provide consultancy to the programme. Sir John Peace has been appointed as the Independent Chair to lead the newly established Greater Carlton Town Board. The inaugural meeting of the Board took place in July.

## **Poverty and the Vulnerable**

Temporary Accommodation - A further 2-bedroom house has been acquired in the Arnold area during Q2 with the aim of securing a further 5 houses within the Borough during Q3. These acquisitions will further aid the Council's commitment in attempting to reduce the need of using expensive and unsuitable bed and breakfast style accommodation in the future.

## **Children and Young People**

Skate Nottingham Summer Engagement Programme - The Council commissioned Skate Nottingham to deliver a summer programme activating 4 Gedling skateparks and engaging large numbers of new and returning local participants with skateboarding & creative activities. Families & young people attended from both within Gedling (65%) and travelled to Gedling (35%) for the events, with an average participant age of 13 years old. Skate Nottingham delivered sessions at

Standhill King George V Park, Arnot Hill Park, Calverton Skate Park and Burton Road Jubilee Park attracting 122 people across all sessions.

Nottinghamshire Day - The Council commissioned Positively Empowered Kids to deliver an event for Nottinghamshire Day in Arnold Town Centre outside the AMP. The event provided free activities for families at the end of the school holidays with craft, play and circus skills sessions, as well as information and advice for families from local partners.

### **Equality, Diversity and Social Inclusion**

Take a Seat Initiative - Gedling Borough Council's five leisure centres are supporting the 'Take a Seat' initiative by offering a chance for older people and people with a disability or chronic illness to enter any of its Leisure Centres and should they need to rest to sit down and receive a warm welcome without using the facilities.

### **Health and Wellbeing**

Charity Swim for 50<sup>th</sup> Anniversary of Gedling Borough Council - staff and community members from Calverton Leisure Centre took part in the Swim 4 Fifty challenge during July, a continuous charity relay swim to raise money for the mayor's charity, Parkinson's UK. The challenge lasted 32 hours and the team smashed their target reaching 100km or 5556 lengths with just 15 seconds to spare. Over 75 people took part in the challenge and collectively raised over £1500 for charity.

Gedling Wellbeing Walks - The Get Going in Gedling Wellbeing Walks continue to take place on a weekly basis with one walk taking place around the Mapperley area and the second one taking place at Gedling Country Park. Over the past 3 months 21 walks have taken place with 229 attendances by 39 different walkers.

Big Green Book - Co-ordinated by the council and with support from local partners, work has started on the Gedling version of the Big Green Book. This is a directory of nature-based activities and assets within the Gedling area. The book will be available to support Green social prescribing across the Borough, but to also encourage residents to utilise outdoor spaces and become more physically active.

All time highest DNA membership figures – Gedling's leisure centres ended Q2 with the highest ever number of DNA Health and fitness members (4633) and swim lesson members (4313) they've ever had. This growth in members means that more residents are being active and making positive steps to improving their health and wellbeing and more children will be safe in and around water.

### **Cleanliness, Environment and Climate Change**

Green Flag Awards – The council have successfully secured all four parks' Green Flag Award entries for a further year. Certificates and flags are now displayed at each site. Additional grounds maintenance was carried out by PASC prior to the judging along with additional help from community group members.

Tree Planting and wildflower areas to tackle Climate Change - The 'Trees for Climate' grant funding from Nottinghamshire County Council was formally proposed for 1400 trees to be planted on Digby Park along with the creation and establishment of 0.5-hectare wildflower area. Once the funding agreement has been signed and completed the tree planting and wildflower meadow creation is due to take place Autumn 2024. The total grant value is £34k.

Carbon Disclosure Project (CDP) - The Climate Change Officer completed and submitted the Council's environmental impact through global benchmarking, CDP. Collaboration with CDP and Midlands Net Zero Hub (MNZH) that invited Local Authorities in the Midlands to participate in this. The project aims to help Local Authority understand their progress and identify areas for improvement towards climate goals.

New electric car charging points - We converted four parking spaces at the Civic Centre in Arnot Hill Park into electric car charging points, equipped with fast chargers that have two outlets, each delivering 7kW of power. To use these charging points, you'll need to register through the BP Pulse app, as they're provided by BP Pulse. This move is part of the council's promise to be net zero carbon by 2030. We have already set up ten electric charging stations around the borough, and plan to add more, including at Gedling Country Park, over the next year.

### **Pride of Place**

Peace in the Park - The Communities team delivered the 'Peace in the Park' event at Gedling Country Park in September to coincide with the International Day of Peace. The event aimed to promote personal wellbeing with opportunities for mindfulness and guided walks with Positively Empowered Kids and the Art of Nature Wellbeing. Environmental sustainability was also a focus with planting and forest school activities alongside recycled craft sessions with Gedling Play Forum.

UK SPF Events, Culture and Heritage - UK SPF funding has enabled the Council to provide a funding contribution to heritage and cultural projects in a number of locations around the borough. These have included financial support for Netherfield Christmas Lights Switch On (costs towards road closure and liaison with Chevron Traffic Management to enable the safe delivery of the event), Calverton Folk Museum (a contribution towards additional signage and promotion material and an open day to raise their profile), Daybrook Bowls Club (support for costs associated with their centenary celebration event), City Arts (delivery of Carlton Arts Week) and Calverton Parish Council (provision of information signage for community woodland project).

### **Community Protection**

CCTV Installed at St Mary's Recreation Ground - A new CCTV camera has been installed on St Mary's Recreation Ground, to help tackle anti-social behaviour and reduce crime. The camera provides high-quality images to the council's CCTV control room and will be used to assist the police with investigations, as well as aiding the council's Community Safety Team and Neighbourhood Wardens in tackling anti-social behaviour. Funding for the camera, which cost £14,000, was provided by the Government's Shared Prosperity Funding. Since the recent installation of the camera, it has been used on several occasions to detect crime and assist the police with investigations including anti-social behaviour, violent crime and fly-tipping incidents.



## **Housing**

Empty Homes - The Empty Homes Officer has over the course of Q2 assisted homeowners to return 20 properties to use that have been empty 2 years or longer. This includes 3 long term empty properties that had been unoccupied for between 15 and 26 years.

New Selective Licensing Scheme approved - Following public consultation a new Selective Licensing scheme was approved by Cabinet on 5th September to come into force on 5th January 2025 for up to 5 years. New scheme to apply to all private rented homes in the Netherfield ward.

## **Customer Engagement**

Customer Experience Programme - work has commenced on the Council's Customer Experience Programme, designed to make service delivery more responsive and reliable for customers and to support efficiencies in delivery. Alongside the programme, the management re-structure has completed with a new Assistant Director for Customer Engagement now in place, working effectively with teams.

## **Innovation and Improvement**

Procurement activity is underway for a new Waste Management System, a new Customer Relationship Management System and a new Council website that will replace some of the processes that are used today with more efficient ways of working, enabling the Council to place it's 'people effort' on the things that matter most to local residents and businesses.

## **Governance and Compliance**

Programme Boards - Programme Boards have been established to support new ways of working, and this year we are implementing a new approach to annual planning that integrates financial and performance activity through a single Budget and Performance Board chaired by the Council's Chief Finance Officer.

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## Report to Overview & Scrutiny

**Subject:** Complaints update

**Date:** 13 January 2025

**Author:** Deputy Chief Executive and Monitoring Officer

### Wards Affected

All Wards

### Purpose

To inform Members of the receipt of the Annual review letter from the office of the Local Government and Social Care Ombudsman (LGSCO) and the complaints dealt with by the Council through the internal complaint's procedure during the year 2023/24.

To update on amendments made to the Council's Complaints, Compliments and Comments Policy to align with the LGSCO Complaint Handling Code.

### Key Decision

This is not a key decision.

### Recommendation

#### THAT members:

- 1) Notes the details of the Annual Review letter from the Local Government and Social Care Ombudsman and the information in relation to the number of complaints dealt with by the Council through the internal complaint's procedure in 2023/24.
- 2) Notes the amendments to the Council's Complaints, Compliments and Comments Policy at appendix 2, which align with the Local Government and Social care Ombudsman's complaint code.

## 1 Background

- 1.1 Members will be aware of the Council's arrangements for dealing with formal complaints, full details of which are available on the website and provided in the Council's Complaints, Compliments and Comments Policy ("the Policy").

This policy was reviewed and updated in December 2022 alongside the adoption of a new Unacceptable Customer Behaviour Policy.

1.2 The Council operates a two stage complaints process, initial complaints are handled at stage 1, if the complainant is not satisfied with the handling of the complaint, it can be escalated by the complainant to stage 2 and investigated by a more senior officer. Ultimately, if the complainant is not satisfied with the handling of the complaint at stage 2, the complaint can be escalated to the LGSCO, details of which are provided to the complainant. The departmental analysis of complaints and compliments appears below.

1.3 Between 1 April 2023 and 31 March 2024, the Council received a total of 417 complaints, which is a slight increase from 404 complaints received in 2022/23. Complaint levels still sit at a slightly higher level than pre-covid complaint levels, (379 in 2019/20). Of all complaints received 39% were upheld or partially upheld at stage 1, which is a 6% increase from 2022/23. The Council has received 190 compliments in 2023/24 a slight decrease from the 225 received last year. The breakdown of complaints and compliments is set out below;

<b>Service</b>	<b>Complaints received</b>	<b>Upheld/ partially upheld</b>	<b>Compliments</b>
Benefits	6	3	0
Communications	1	1	0
Community Relations	1	0	28
Customer Services	12	9	20
Economic Growth and Regeneration	0	0	0
Elections and Member Services	1	1	0
Housing	18	1	3
Legal Services	2	0	0
Leisure	15	9	68
Organisational Development	0	0	0
Parks & Street Care	64	32	27
Planning	14	2	5
Property Services	5	2	1
Public Protection	28	4	8
Revenues Services	22	5	4
Transport Services	3	2	0
Waste	225	90	26
<b>Total</b>	<b>417</b>	<b>161</b>	<b>190</b>

- 1.4 In 2022/23, changes were made to the categories of complaints to enable complaints which related to Equalities being recorded. In 2023/24 47 complaints related to equality matters this is an increase in 8 from the previous year. Details of these complaints are reported through the Strategic Equality and Diversity Group and reported as part of the annual equality report to Cabinet later in the year.
- 1.5 The number of complaints across some departments have reduced significantly from 2022/23. In particular revenues complaints reduced from 41 in 2022/23 to 22 in 2023/24, there has also been a significant reduction in planning complaints from 28 in 2022/23 to 14 in 2023/24. There has also been a slight reduction (6) in waste services and leisure services (5). There has however been an increase in complaints in other areas including Parks and Street care which has increased from 33 complaints in 2022/23 to 64 in 2023/24 with smaller increases in Customer Services (9) and Housing (6). Waste continues to have the highest level of complaints across all services, although they are gradually reducing. The waste modernisation programme and wider transformation programmes including Customer experience have service improvement at their heart and should result in greater customer satisfaction and reduction in complaints across the organisation.
- 1.6 Where a complaint is not upheld in full or in part, the complainant may ask for it to be considered further under stage 2 of the complaint's procedure. 22 complaints were considered under stage 2 between 1 April 2023 and 31 March 2024, this is the same amount as the previous year. 23% of complaints were upheld at stage 2 (an increase from 18% upheld in 2022/23). The breakdown of stage 2 complaints is as follows;

<b>Service</b>	<b>Stage 2 complaints</b>	<b>Upheld/ partially upheld</b>	<b>Not Upheld</b>
Housing	5	1	3 (NB 1 ongoing)
Parks and Street Care	1	1	0
Planning	4	0	4
Public Protection	5	1	4
Revenues Services	7	2	5
<b>Total</b>	<b>22</b>	<b>5</b>	<b>16</b>

- 1.7 Members should note that complaints and compliments data is analysed and reported to Senior Leadership Team (SLT) quarterly as part of performance monitoring, to ensure that any trends can be identified and appropriate action taken. SLT scrutinise complaints data quarterly to ensure appropriate action is taken when required. Any complaints relating

to equalities matters are also considered by the Strategic and Officer equality groups to identify any equality related actions.

- 1.8 If the complainant is not happy with the response at stage 2, they are entitled to refer their complaint to the Local Government and Social Care Ombudsman (“LGSCO”). Between 1 April 2023 and 31 March 2024, the Council received 10 complaints from the LGSCO. The LGSCO also received 3 complaints from residents which had not been through the Council’s complaints process so were rejected and referred back through the Council’s complaints process. This is a decrease from the 12 complaints received by the Council via the LGSCO in 2022/23. A summary of the decisions on complaints of the LGSCO made in 2023/24 appear in the table below.

<b>Service</b>	<b>Decision of LGO</b>
Environmental Services and Public Protection	Closed after initial enquiries
Environmental Services and Public Protection	Closed after initial enquiries
Environmental Services and Public Protection	Closed after initial enquiries
Planning and Development	Closed after initial enquiries
Planning and Development	Closed after initial enquiries
Benefits and Tax	Closed after initial enquiries
Corporate and Other Services	Not upheld: no fault
Housing	Closed after initial enquiries
Planning and Development	Closed after initial enquiries
Planning and development	Closed after initial enquiries

- 1.9 As Members will note, whilst 10 complaints were received by the Council from the LGSCO in 2023/24, of the 10 complaints determined by the LGSCO one complaint was received by the LGSCO in 2022/23 and one received in 2023/24 has not been determined in the same year. was not determined by the LGSCO until 2022/23.
- 1.10 Members will note that none of the complaints determined by the LGSCO in 2023/24 were upheld.
- 1.11 The Annual Review letter for the year ending 31 March 2024 is attached at Appendix 1. Members will note that of the complaints determined by the LGSCO in 2023/24, only one progressed to formal investigation. This one investigation resulted in the complaint not being upheld. As a result, the percentage of complaints upheld for the Council is 0%.
- 1.12 Since April 2013, the LGSCO has been publishing all decisions on complaints they receive. Decision statements are published on the Ombudsman website at [www.lgo.org.uk](http://www.lgo.org.uk) no earlier than three months after the date of the final decision. The information published does not name the

complainant or any individual involved with the complaint. The LGSCO also retains discretion not to publish a decision, for example where it would not be in the interests of the person complaining to publish or where there is a reason in law not to.

- 1.13 The data contained in the Annual Review letter has been uploaded onto the Ombudsman's interactive map, also available on the LGSCO website, which shows the annual review data for all Councils.
- 1.14 Members will also note that in the Annual Review Letter, the LGSCO refer to the launch of the Complaint Handling Code for Councils which sets out a clear approach for responding to complaints effectively and fairly. Local Authorities are encouraged to adopt the code without delay. In light of this recommendation, the Council's Complaints, Compliments and Comments Policy has been reviewed against the LGCSO Complaint handling Code. The Council's policy already largely aligns with the LGCSO Code, however, in order to fully align, some changes are proposed to the Council's policy.

## **2 Proposal**

- 2.1 It is proposed that members note the contents of the report in respect of complaints data and the Local Government and Social Care Ombudsman's annual letter for 2023/24.
- 2.2 It is proposed that members note the changes to the Council's Complaints, Compliments and Comments Policy to align it with the LGCSO Complaint Handling Code. In particular the following changes have been made:
- Reference to the LGCSO Code is included within the policy with a link provided.
  - Definitions of service requests and complaints have been updated to align with the LGSCO Code.
  - Reasons for exclusion of complaints has been added, complaints about issues which occurred over 12 months ago will not be accepted without good reason.
  - Complainants are advised that where complaints are made in person or dealt with by face to face meetings the complainant can have someone with them to support.
  - A link to the Council's Reasonable Adjustments Policy is provided to ensure Complainants understand how adjustments can be made.
  - Complaints handling training is referenced and can be provided.

- Further clarity is provided as to how complaints will be handled, on their own merits and with clarity sought when necessary to ensure all information is provided.
- Complaints at all stages will be acknowledged within 5 working days. Stage 1 complaints will be dealt with in 10 working days and stage 2 within 20 working days. Any extensions will be fully explained to the complainant with reasons given.
- Further information is provided in relation to remedies to complaints.
- More information is provided on how complaints are reported and monitored.

### **3 Alternative Options**

- 3.1 This information could no longer be reported to members, however, it is considered important that members are informed of the number and origin of complaints on an annual basis, including details of the Annual Review letter, to enable proper assessment of performance.

### **4 Financial Implications**

- 4.1 In terms of the financial implications, there is an impact on resource where resource is utilised to investigate and manage complaints. It is positive to see a reduction overall in the number of complaints to the Council and those upheld following investigation through the LGSCO.

### **5 Legal Implications**

- 5.1 The Local Government and Social Care Ombudsman is the independent body responsible for investigating complaints made against public bodies where it is alleged there has been maladministration causing injustice. The powers of the Local Government and Social Care Ombudsman come from the Local Government Act 1974. The LGSCO will generally only investigate a complaint against a public body where the complaint has firstly been taken through that body's internal complaints procedure. It is therefore essential that the Council maintains a robust complaints process. The LGSCO does have the power to make recommendations to a public authority following a complaint however the recommendations are not mandatory, findings and recommendations are however published by the LGSCO. Where the LGSCO makes a finding of maladministration with injustice following an investigation, by virtue of s.5A of



the Local Government and Housing Act 1989, the Monitoring Officer is required to prepare a report to the Executive.

The LGSCO have issued their complaint handling Code under their powers to provide guidance about good administrative practice in s.23(12A) of the Local Government Act 1974. It is expected that local authorities consider the Code when developing policies and procedures. Where an authority's policies and procedures depart from the LGSCO Code, there may be a finding of maladministration.

## **6 Equalities Implications**

- 6.1 The Council's Complaints process is designed to enable accessibility for all as complaints are invited by a variety of methods, including by telephone, in writing, by email, via a councillor, in person and online.
- 6.2 Complaints relating to equality are now categorised separately through the complaint's system so that any issues or trends can be identified and any necessary improvements made.

## **7 Carbon Reduction/Sustainability Implications**

- 7.1 There are no carbon reduction/sustainability implications arising from this report.

## **8 Appendices**

- 8.1 Appendix 1 – Local Government and Social Care Ombudsman Annual review Letter.  
Appendix 2 – Amended Complaints, Compliments and Comments policy  
Appendix 3 – Equality Impact Assessment

## **9 Background Papers**

- 9.1 [Complaint Handling Code \(lgo.org.uk\)](http://lgo.org.uk)

## **10 Reasons for Recommendations**

- 10.1 To alert members to the contents of the Local Government Ombudsman Annual Review Letter and raise awareness of the complaints received by the Council during 2023/24.

**Approved by:**  
**Date:**  
**On behalf of the Chief Financial Officer**

**Drafted by the Monitoring Officer**

17 July 2024

*By email*

Mr Hill  
Chief Executive  
Gedling Borough Council

Dear Mr Hill

### **Annual Review letter 2023-24**

I write to you with your annual summary of complaint statistics from the Local Government and Social Care Ombudsman for the year ending 31 March 2024. The information offers valuable insight about your organisation's approach to complaints, and I know you will consider it as part of your corporate governance processes. As such, I have sought to share this letter with the Leader of your Council and Chair of the appropriate Scrutiny Committee, to ensure effective ownership and oversight of complaint outcomes, which offer valuable opportunities to learn and improve. In addition, this year, we have encouraged Monitoring Officers to register to receive the letter directly, supporting their role to report the decisions we uphold to their council.

For most of the reporting year, Paul Najsarek steered the organisation during his tenure as interim Ombudsman, and I was delighted to take up the role of Ombudsman in February 2024. I look forward to working with you and colleagues across the local government sector to ensure we continue to harness the value of individual complaints and drive and promote systemic change and improvement across the local government landscape.

While I know this ambition will align with your own, I am aware of the difficult financial circumstances and service demands that make continuous improvement a challenging focus for the sector. However, we will continue to hold organisations to account through our investigations and recommend proportionate actions to remedy injustice. Despite the challenges, I have great confidence that you recognise the valuable contribution and insight complaints, and their swift resolution, offer to improve services for the public.

### **Complaint statistics**

Our statistics focus on three key areas that help to assess your organisation's commitment to putting things right when they go wrong:

**Complaints upheld** - We uphold complaints when we find fault in an organisation's actions, including where the organisation accepted fault before we investigated. We include the total number of investigations completed to provide important context for the statistic. This year, we also provide the number of upheld complaints per 100,000 population.

**Compliance with recommendations** - We recommend ways for organisations to put things right when faults have caused injustice and monitor their compliance with our recommendations. Failure to comply is rare and a compliance rate below 100% is a cause for concern.

**Satisfactory remedy provided by the authority** - In these cases, the organisation upheld the complaint and we agreed with how it offered to put things right. We encourage the early resolution of complaints and give credit to organisations that accept fault and find appropriate ways to put things right.

Finally, we compare the three key annual statistics for your organisation with similar authorities to provide an average marker of performance. We do this for County Councils, District Councils, Metropolitan Boroughs, Unitary Councils, and London Boroughs.

Your annual data, and a copy of this letter, will be uploaded to our interactive map, [Your council's performance](#), on 24 July 2024. This useful tool places all our data and information about councils in one place. You can find the detail of the decisions we have made about your Council, read the public reports we have issued, and view the service improvements your Council has agreed to make as a result of our investigations, as well as previous annual review letters.

### **Supporting complaint and service improvement**

In February, following a period of consultation, we launched the [Complaint Handling Code](#) for councils, setting out a clear process for responding to complaints effectively and fairly. It is aligned with the Code issued to housing authorities and landlords by the Housing Ombudsman Service and we encourage you to adopt the Code without undue delay. Twenty councils have volunteered to take part in an implementation pilot over the next two years that will develop further guidance and best practice.

The Code is issued to councils under our powers to provide guidance about good administrative practice. We expect councils to carefully consider the Code when developing policies and procedures and will begin considering it as part of our processes from April 2026 at the earliest.

The Code is considered good practice for all organisations we investigate (except where there are statutory complaint handling processes in place), and we may decide to issue it as guidance to other organisations in future.

Our successful complaint handling training programme continues to develop with new modules in Adult Social Care and Children's Services complaint handling available soon. All our courses include practical interactive workshops that help participants develop their complaint handling skills. We delivered 126 online workshops during the year, reaching more than 1,700 people. To find out more visit [www.lgo.org.uk/training](http://www.lgo.org.uk/training) or get in touch at [training@lgo.org.uk](mailto:training@lgo.org.uk).

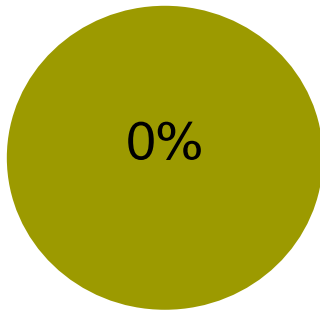
Returning to the theme of continuous improvement, we recognise the importance of reflecting on our own performance. With that in mind I encourage you to share your view of our organisation via this survey: <https://www.smartsurvey.co.uk/s/ombudsman/>. Your responses will help us to assess our impact and improve our offer to you. We want to gather a range of views and welcome multiple responses from organisations, so please do share the link with relevant colleagues.

Yours sincerely,



Amerdeep Somal  
Local Government and Social Care Ombudsman  
Chair, Commission for Local Administration in England

### Complaints upheld



**0%** of complaints we investigated were upheld.

This compares to an average of **63%** in similar organisations.

**0**  
upheld decisions

This is 0 upheld decisions per 100,000 residents.

The average for authorities of this type is 1.2 upheld decisions per 100,000 residents.

Statistics are based on a total of **1** investigation for the period between 1 April 2023 to 31 March 2024

### Compliance with Ombudsman recommendations

No recommendations were due for compliance in this period

### Satisfactory remedies provided by the authority

The Ombudsman did not uphold any complaints in this period

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# Complaints, Compliments and Comments Policy

The Council is committed to continually improving the quality of, and access to, the services it provides. We take a positive approach to customer feedback and encourage customers to give us their views.

This policy covers all services delivered by the Council, or for which it has responsibility, it does not include services where there are separate complaints procedures, or routes of appeal, for example the conduct of elections, the conduct of Councillors or requests for information under the Freedom of Information Act, Environmental Information Regulations or Data Protection Act, appeals against planning decisions, or decisions on licence applications. Where there is a separate route of appeal this will be clearly set out in any decision notice. In addition, issues which are in court or have already been heard by a court or tribunal fall outside this policy.

A clear and accessible Complaints, Compliments and Comments process allows the Council to demonstrate its commitment to managing customer feedback effectively. **This policy has been developed taking into account the Local Government and Social Care Ombudsman's Complaint Handling Code.** [Complaint Handling Code \(lgo.org.uk\)](https://lgo.org.uk)

The purpose of this Policy is to ensure that:

- Providing feedback to the Council is made as easy as possible.
- Feedback is dealt with promptly and efficiently.
- There is effective communication between council staff and both the person making the complaint and any other partners involved in the complaint from an early stage.
- Every effort is made to resolve any complaints that are received at an early stage.
- The Council learns from all feedback received taking appropriate steps to improve service provision or celebrate good feedback.
- Staff are clear of their role within the process.
- Credibility and accountability are maintained through meaningful review and monitoring.

## Definitions

For the purpose of this Policy “feedback” includes compliments, comments and complaints and the following definitions will be used.

## Compliments

Compliments are specific expressions of satisfaction from customers concerning a function or a service provided by the Council. A simple thank you, usually at the end of a contact, would not normally be considered a compliment.

## Comments

Comments are views or suggestions that customers may have about a service that is provided by the Council or an initial request for a service.

## Complaints

Gedling Borough Council aims to follow the correct complaint handling procedure that allows customers to be heard and understood. There should be a clear understanding of what constitutes a service request and what constitutes a complaint.

~~There is often confusion about what constitutes a complaint, which leads to complaints mistakenly being labelled as requests for service.~~

~~A request for service is not a situation where the Customer is requesting an item or service that is missing/has been missed, this is a complaint. However, a complaint about a taxi driver or noisy neighbour would be treated as a request for service.~~

A request for service can be defined as

*“a request that the organisation provides or improves a service, fixes a problem or reconsiders a decision.”*

It is a formal request made by the customer to obtain one of the services offered by the council. This provides the Council with an opportunity to resolve matters before they become a complaint. Service requests should be recorded, monitored and reviewed regularly.

Examples of a request for service might be a request to deliver a new bin, a request to investigate anti-social behaviour or a request for a litter bin to be emptied.

A complaint may be defined as:

*“an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the Council, it's staff, or those acting on the council's behalf, affecting an individual or group of individuals.”*

This will also include situations where customers state that the perceived failure has repeatedly occurred. A complaint may be raised when the individual expresses dissatisfaction with the response to their service request, even if the handling of the service request remains ongoing.

This may include complaints about:

- failure to provide a service, or **provide** inadequate standard of service



- how we met a customer's needs
- how we communicated with a customer
- how long we took to deal with a case
- treatment by or attitude of a member of staff
- failure to follow the appropriate administrative process.

The above definitions also extend to complaints in respect of partners or contractors providing services on behalf of the Council. In these cases, the contracting/managing department is responsible for ensuring that complaints are **handled in line with the council's complaints policy**. ~~investigated, resolved and responded to.~~

There is no difference between a formal and an informal complaint. Both are expressions of dissatisfaction that require attention as a complaint and provision of a response.

**An individual should not have to use the word 'complaint' for it to be treated as such. Where there is any doubt whether the customer's feedback is a complaint, a comment or a request for service, it is to be treated as a complaint.**

## **Exclusions**

**The Council will accept a complaint unless there is a valid reason not to do so. If the Council decides not to accept a complaint, it will provide an explanation and evidence its reasoning while considering each complaint on its own merits.**

**The Council will accept complaints received within 12 months of the issue occurring, or the complainant becoming aware of the issue. The Council may, apply discretion to accept complaints made outside this time limit where there are good reasons to do so.**

**The Council will not accept complaints which fall outside this policy for example where there is an alternative route to appeal or challenge or where the complaint relates to an ongoing consultation and is a response to that consultation. The Council also reserves the right to refuse to accept complaints in line with actions set out in the Unacceptable Customer Behaviour Policy.**

## **Whistleblowing**

A complaint of a serious nature which gives rise to concerns about fraud or corruption will be dealt with under the Council's Whistleblowing procedures.

## **English language requirement for Public Sector workers**

The Council is under a duty to ensure that all staff in customer facing roles are fluent in spoken English to the extent necessary to enable them to perform their role effectively.

If a customer feels that a member of staff in a customer facing role has insufficient proficiency in spoken English for the performance of their role they can complain to the Council. This complaint will then be investigated, and a response provided in accordance with the Policy.

**Please note** that a complaint about a member of staff's accent, dialect, origin or nationality will not be considered a legitimate complaint.

## How a customer may provide feedback

A customer may provide feedback either:

- by using the on-line complaints form on the Council's website
- by telephone
- in writing (by email or letter, or webchat)
- in person
- via a Councillor

We will ensure that complaints are handled by the relevant service area and respond to customers in writing, unless it is appropriate to respond via other channels of contact (for example the telephone or in person). If you wish to complain or discuss your complaint in person, you are entitled to have someone with you to support you.

Whilst customers may express views or opinions on social media any formal complaint should come directly to the Council in one of the formats listed above. If it appears a customer is trying to lodge a complaint through social media, they would be directed to the appropriate channels.

Customers are encouraged to put their complaints in writing to give as much information as possible to aid investigation. If they are making a verbal complaint, we will take down their details and confirm with them that they wish the complaint to be investigated and how to contact them with the outcome of the investigation.

If a customer wishes to make a complaint but requires support from a third party to do so a complaint can be brought by the third party provided appropriate consents are provided to share any personal data or information relating to the complaint with the third party.

The Council's Leisure Centres have 'comments books' available for customers in the reception areas. The Manager of the Leisure Centre reviews these each day and provides a response in the book, this can be checked by the customer who made the comment, and other customers which ensures there is comprehensive feedback.

The Council will ensure that reasonable adjustments are made under Equality Act 2010 to help customers access and use the Council's services. The Council will provide assistance to those who may struggle with providing feedback or require

information in another language or format. (Please see [Equality and Diversity - Gedling Borough Council](#))

## **Recording compliments, complaints and comments**

The **Deputy Chief Executive** is responsible for the Council's compliments, complaints and comments system.

To ensure that there is consistency across the different Council departments, **managers** must designate appropriate staff to receive and deal with any feedback regarding their service areas. They must also ensure that relevant staff in their departments are aware of the importance of recognising what compliments and complaints are and are dealt with and recorded on the Council's compliments, complaints and comments system.

**Complaints Handling training will be made available for officers on a regular basis.**

All compliments and complaints must be recorded promptly in the Council's compliments, complaints and comments system and dealt with in the agreed timescales. This will allow the Council to:

- take into account customer feedback
- pass on compliments to relevant staff
- learn from mistakes
- identify improvements to service delivery
- identify training needs.

Where there is a complaint involving more than one department of the Council then the departments involved will identify a lead officer to investigate and deal with the complaint.

If a complaint involves more than one organisation, for example Nottinghamshire County Council, the dealing department should ensure that communication is made with the third party to ensure the Customer receives a proper response and to avoid customers being passed back and forth between organisations.

Where a complainant has directed their complaint to the Council, but we are not the appropriate responding body, we will provide the customer wherever possible with details of how to make their complaint to the correct organisation.

## **Guidance for managing compliments**

All compliments should be acknowledged and, if relating to a specific individual or team, relevant staff informed that a compliment has been received.

## **Guidance for managing comments**

All comments should be acknowledged, appropriate action taken and, where relevant, feedback given to the customer within 10 days of receipt.

## **Framework for managing complaints**

The Council has a three stage complaint process for handling complaints.

Throughout the complaint process council officers will:

- a. clarify with the individual any aspects of the complaint they are unclear about;
- b. deal with complaints on their merits, act independently, and have an open mind;
- c. give the individual a fair chance to set out their position;
- d. take measures to address any actual or perceived conflict of interest; and
- e. consider all relevant information and evidence carefully.

### **Stage 1 - Service Department Complaint (Investigated at point of service delivery)**

1. An acknowledgement should be sent within 5 working days of receipt of the complaint.
2. A full response should be sent within 10 working days of receipt of the complaint. If this is not possible because of the complexity of the complaint, or due to other exceptional circumstances, the customer will be advised that the investigation is continuing and given a reason for any delay and an indication of when the complaint will be completed. Regular contact should be maintained until the complaint is resolved. Any extension should be no more than 10 working days, again if further time is required due to complexity of the complaint or other exceptional circumstances, the complainant must be advised of this, the reasons for delay and provided with updated timescales for full response.
3. Additional complaints raised by individuals during stage 1, will be incorporated into stage 1 response if they are related. After the stage 1 response has been provided, the new issues raised, if unrelated to the issues already being considered, or if they would unreasonably delay the response, will be logged as a new complaint.
4. The customer will be advised in the Council's response of what they need to do to progress to stage 2 if they remain dissatisfied with the outcome of the complaint.

### **Stage 2 - Service Department Reviews**

1. An acknowledgement should be sent within **5** working days of receipt of the request for a review.
2. **The relevant Assistant Director or Director** will ensure that an objective review is carried out for any stage 2 complaint that is received. As well as reviewing the original complaint and the Council's response under stage 1 of the complaints procedure it will also take in to account any further relevant information provided by the customer. **The person considering the complaint at stage 2 will be different from the person who considered the complaint at stage 1.**
3. A full response should be sent within **20** working days of the request for a review. If this is not possible, because of the complexity of the complaint, or due to other exceptional circumstances, the customer will be advised that the investigation is continuing, given reasons for any delays and given an indication of when it will be completed. Regular contact should be maintained until the complaint is resolved. **Any extension should not exceed 20 working days, again, if this is not possible due to complexity of the complaint or other exceptional circumstances the customer should be advised of the reasons for delay and provided with an updated timescale for a full response.**
4. The customer will be advised in the response that they may complain further to the Local Government and Social Care Ombudsman (or the Housing Ombudsman, if the complaint relates to social housing where the Council are the landlord) if they remain dissatisfied with the outcome and sent details of their procedure.

### **Stage 3 – Referral to the Local Government and Social Care Ombudsman**

#### **(Ombudsman) or the Housing Ombudsman**

Any correspondence received from/sent to the Ombudsman will be handled by the **Assistant Director of Governance and Democracy** on behalf of the Council's Monitoring Officer. The actual referral will also be sent to the relevant Head of Service for their comments.

#### **Feedback relating to staff behaviour**

Notifying staff of compliments made about them can improve staff satisfaction, staff morale, customer service and performance. Where a complaint relates to a specific member of staff, the complaint will be investigated in an appropriate way, which may include consideration under the Council's Disciplinary Procedure.

#### **Remedies **Putting Things Right****

Where a complaint investigation identifies that things have gone wrong **this will be acknowledged and an explanation as to the actions taken or to be taken will be included in the complaint response.** Appropriate remedies could include:

- An apology
- An explanation of what went wrong
- Actions to put things right
- **Taking action if there has been a delay**
- **Reconsidering or changing a decision**
- **Amending a record or correcting an addendum**
- **Changing policies, procedures or practices**
- Some form of compensation to the customer (in line with delegated powers)

The guiding principle must be that, where possible, the customer is put back in the position they would have been if things had not gone wrong.

**The remedy offer should set out what will happen and by when and any remedy should be followed through to completion.**

**If a proposed remedy cannot be delivered, reasons for this should be given along with any alternative remedy and a reminder of the complainant's right to contact the Ombudsman.**

## **Evaluating our response to customers**

Customer Services may contact customers, following resolution, asking them to complete a satisfaction form. The aim of this is to provide information to help the Council determine:

- Whether the complaint procedure was accessible and easy to use.
- Levels of satisfaction with the way the complaint was handled and remedy offered

## **Monitoring**

**Managers** should ensure that they monitor and review outcomes of all feedback that they receive within their departments to identify trends and to use them for discussion at team meetings, staff development and PDRs.

Each quarter, **the Assistant Director of Workforce of HR, Performance and Service Planning** will collate details relating to the number of compliments and complaints received by the Council for each Service area. These details will be entered onto the Council's Corporate Performance Management System. Following this the **Performance and Insight Manager** will prepare a report and analysis for consideration by Senior Leadership Team.

Details of complaints are reported to Senior Leadership team quarterly, Cabinet quarterly as part of performance monitoring and to Overview and Scrutiny Committee. An annual statistical complaints report including complaints determined by the Local Government and Social care Ombudsman is reported to Cabinet and Overview and Scrutiny Committee.

Any equality related complaints are categorised separately and are also considered by the Council's Equality Officer group and Strategic Equality and Diversity Group to ensure compliance with the Council's Public Sector Equality Duty and Equality, Diversity and Inclusion Policy.

### **Unreasonably persistent complainants**

On occasions certain complaints can be difficult to resolve and can cause anxiety and distress to customers and employees. Whilst the aim of the council is always to try to find a way to resolve matters, there are occasions when customers become unreasonable or unreasonably persistent in their actions to obtain the outcome that they want.

There is a need to ensure that these complaints are dealt with fairly. However, there is also a need to ensure that Council resources are used effectively, and that other customers or employees do not suffer any detriment as a result of their behaviour. There is a separate policy the Unacceptable Customer Behaviour Policy which deals with any unreasonably persistent complainants.

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Name of project, policy, function, service or proposal being assessed:	Complaints, Compliments and Comments Policy			
The main objective of (please insert the name of accessed document stated above):	Provide Customers with information as to how we handle complaints.			
<p>What impact will this (please insert the name) have on the following groups? Please note that you should consider both external and internal impact:</p> <ul style="list-style-type: none"> <li>• External (e.g. stakeholders, residents, local businesses etc.)</li> <li>• Internal (staff)</li> </ul>				
Please use only 'Yes' where applicable	<b>Negative</b>	<b>Positive</b>	<b>Neutral</b>	<b>Comments</b>
<b><u>Gender</u></b>	External		x	The policy has been reviewed in line with the Local Government and Social care Ombudsman's Complaint handling Code. This Code which is now incorporated into the Council's policy is strengthened in relation to compliance with the equality Act 2010 by providing clarity on how complaints can be

					<p>submitted. Cross referencing to the Council's reasonable adjustments policy and ensuring that where customers need support in making complaints that they can have this.</p> <p>The policy provides a variety of ways in which complaints can be made so accessibility to the complaints process is not restricted. The policy is also clear that just because something is not marked as a complaint doesn't mean it won't be dealt with as one, so customers needs and issues are dealt with more effectively.</p> <p>There is clarity around what we will do to make things better.</p> <p>Expanding the policy to ensure complaints are dealt with clearly and appropriately and that contact with the Council can be as easy as possible will have a positive impact.</p>
	Internal		x		As above
	External		x		As above

<b>Gender Reassignment</b>	Internal		x		As above
<b>Age</b>	External		x		As above
	Internal		x		As above

## Equality Impact Assessment



<b><u>Marriage and civil partnership</u></b>	External		x		As above
	Internal		x		As above
<b><u>Disability</u></b>	External		x		As above
	Internal		x		As above
<b><u>Race &amp; Ethnicity</u></b>	External		x		As above
	Internal		x		As above
<b><u>Sexual Orientation</u></b>	External		x		As above
	Internal		x		As above
<b><u>Religion or Belief (or no Belief)</u></b>	External		x		As above
	Internal		x		As above
<b><u>Pregnancy &amp; Maternity</u></b>	External		x		As above
	Internal		x		As above
<b><u>Other Groups</u></b> (e.g. any other vulnerable groups, rural isolation, deprived areas, low income staff etc.)	External		x		As above
	Internal		x		As above

Please state the group/s:  _____					

Is there is any evidence of a high disproportionate adverse or positive impact on any groups?	Yes	No	Comment
Is there an opportunity to mitigate or alleviate any such impacts?	Yes	No	Comment
Are there any gaps in information available (e.g. evidence) so that a complete assessment of different impacts is not possible?	Yes	No	Comment

In response to the information provided above please provide a set of proposed action including any consultation that is going to be carried out:

Planned Actions	Timeframe	Success Measure	Responsible Officer

**Authorisation and Review**

<b>Completing Officer</b>	<b>Deputy Chief Executive</b>
<b>Authorising Head of Service/Director</b>	
<b>Date</b>	<b>7/10/24</b>
<b>Review date ( if applicable)</b>	



## Report to Cabinet

**Subject:** Funding working group update and interim recommendations

**Date:** 13 February 2025

**Author:** Democratic Services Manager

### Wards Affected

All

### Purpose

To present an update report and interim recommendations of the funding working group

### Key decision

This is not a key decision

### Recommendation:

- **To consider the report and interim recommendations of the working group, making comments where appropriate**

## 1 Background

Members are reminded that part of the remit of Scrutiny is to deal with wider service or policy issues through the establishment of working groups, which take an in depth view of Council policies and plans as directed by the Overview Scrutiny Committee, and make recommendations to Cabinet accordingly. In accordance with the Scrutiny Improvement Plan 2010, a review is commissioned when:

- There is added value that this work will bring to the core priorities of the Council
- It is likely to make a difference if a working group undertake this work

- It is likely to lead to improved performance
- It is likely that the working group's recommendations will improve the lives of the residents of Gedling Borough
- It will increase Member awareness of important issues.

## **2 Proposal**

Members of the Cabinet are asked to consider the report, attached at Appendix 1, and make any comments where appropriate. A final report and set of recommendations will be reported to Cabinet for formal response once the working group has reconvened.

## **3 Alternative Options**

Under Executive governance arrangements the Cabinet is required to consider reports from the Scrutiny Committee so there are no alternative options.

## **4 Financial Implications**

No direct financial implications have been identified in the report

## **5 Legal Implications**

No direct legal implications have been identified in the report.

## **6 Equalities Implications**

No specific equalities implications have been identified in the report, although in the case of this particular of scrutiny review the recommendations may contribute towards addressing inequalities.

## **7 Carbon Reduction/Environmental Sustainability Implications**

No direct Carbon Reduction/Environmental Sustainability Implications have been identified in the report.

## **8 Appendices**

Appendix 1 – Interim report and recommendations of the funding review working group

Appendix 2 – Scope of funding review

## **9 Background Papers**

None identified



## **10 Reasons for Recommendations**

To comply with Executive governance arrangements and fulfil the role of the Overview and Scrutiny Committee.

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**Report to:** Overview and Scrutiny Committee

**Subject:** Update report and interim recommendations of the funding review working group

**Date:** 13 January 2025

**Author:** Democratic Services Manager

**Working group members:** Councillors Allan, Dunkin, Ellwood, Rachael Ellis, Roxanne Ellis, Hunt, Hughes, Najuk, C Pope, G Pope, Robinson-Payne, Sam Smith, and Wilkinson.

### **Purpose of the report**

To present an update report and confirm the interim recommendations of the funding review working group.

### **Background**

The Overview and Scrutiny Committee established a working group to examine the feedback received following recently submitted funding bids, including the first two rounds of Levelling Up Funding (LUF). The working group was a result of a committee suggestions due to members' concerns around the effectiveness of past funding bids and to consider whether any additional learnings could be implemented.

The specifics of the review so far focused on key items including:

- Official Government feedback.
- Learnings report from Economic Development on LUF bids
- Discussion with the previous Assistant Director of Housing, Growth and Regeneration.

### **Information**

As of October 2024, the working group had convened for three meetings, the first of which Members considered the scope of the review, topics of study and which stakeholders could offer further information. The scope of the review is at appendix 2 for information.

Members were concerned that the working group might duplicate the work of officers and expressed an interest in hearing from the Economic Development team on lessons learned following recent bids. It was also agreed that the working group might benefit from hearing from other authorities, particularly those who were not successful in the first round but then achieved success in the second round of LUF.

Members agreed to provide regular feedback to Cabinet on the discoveries of the group to aid bids submitted prior to submission of the Working Groups final recommendations to the Overview and Scrutiny Committee.

Lastly, Members noted that they might benefit from some additional reading to inform their decision making when deciding on the direction the working group might take. It was agreed that reading material, particularly concerning research on funding bids, would be circulated ahead of the next meeting.

The following documents were circulated to Members ahead of the second meeting:

- Lessons learnt report from Economic Development.
- Decision notice for LUF round two funding bids.
- House of Commons government report detailing which areas had benefitted from LUF.
- Local Government Association Levelling Up Locally inquiry report.
- LUF Round 3 explanatory and methodology note on the decision-making process.
- New Levelling Up and community investments report.
- House of Commons Committee report on LUF to local government.

During the second meeting, Members expressed an interest in how much engagement Gedling Borough Council (GBC) had with the government during the bidding process and how much engagement they had with requesting information to inform their funding bids.

Members also expressed an interest in seeing the official government feedback that informed the learning report circulated by Economic Development. Members wished to view the feedback in tandem with the learnings report whilst also considering the Council's funding bid policy to inform their recommendations to Overview and Scrutiny.

Members sought clarity on the consultation avenues taken throughout the funding bid process and whether the consultant had offered advice based on previous feedback.

It was agreed that further information on the matters above would be circulated prior to the next meeting and to invite the Assistant Director for Housing, Growth and Regeneration to the next meeting.

The next meeting was significantly delayed due to staff capacity brought on by multiple elections held in 2024. The following documents were circulated ahead of the meeting:

- LUF Application Guidance.
- GBC External Funding Strategy and Toolkit.
- GBC Externally Funded Project Development Flowchart.
- Externally Funded Project Decision Process.

During the final meeting in October 2024, the previous Assistant Director for Housing, Growth and Regeneration delivered a report, updating Members in summary on the feedback received from Central Government on the first two rounds of LUF. It was explained that there had been an administrative error whilst submitting the most recent bid, which is why the feedback was not originally sent around to members. The official government feedback had then been circulated following the meeting. It was noted that deliverability was an issue with bids, as they did not have a lot of the things they wanted in place such as proper costings, project team, and more mature plans.

Members noted in the lessons learned report that many successful applications were from priority one local authorities which were awarded £125,000 capacity funding to support bid proposals whilst priority two local authorities received no financial assistance to support LUF applications. Considering the financial costs of submitting the bids, Members queried whether the Council had been aware that priority one authorities would have more success with applications.

The Assistant Director for Housing, Growth and Regeneration confirmed that prior to the submission of the bids, the Council had not received any indication suggesting that priority two applicants would have less success with their bids. A project team and a detailed cost analysis would contribute towards mature planning and would inform business case development for future bids. It was also noted that the feedback had been used to improve the bidding process going forward, confirming some of the above steps had already taken place with subsequent funding streams such as Ambition Arnold. The Assistant Director for Housing, Growth and Regeneration also noted that readiness testing via external consultation could strengthen future bids and engaging alternate funding bodies could help when seeking additional capacity funding.

Members highlighted the importance of only bidding for funding where the guidance is clear and transparent, and where the cost of bidding is carefully considered against the chance of success.

## **Conclusions**

Given the groups consensus to provide regular feedback to Cabinet on the discoveries of the group, prior to the final submission of Scrutiny Working Group recommendations, the below interim feedback and subsequent actions have been produced.

In view of the feedback to members and the steps the Economic Development department had already taken regarding the government feedback, it was requested that all departments would review the lessons learnt and ensure the Council does not make the same mistakes in other areas for other bids. It was also agreed that future bids would need to undergo better consultation to ensure they were more robust and stood up to scrutiny.

Noting the uncertainty with how the new government might allocate funding, members felt that although more work needed to be done, the Funding Review Working Group should be placed on hold until the government had declared how the funding would be requested.

Future work of the group may include the following:

- Consulting with similar departments of other authorities who were successful
- Reviewing both successful and unsuccessful bids from neighbouring authorities, particularly where their first bid was unsuccessful and how their subsequent bid improved when successful
- Reviewing new governments policy on funding and how it is delivered and allocated to local government
- MP input and how they support bids
- Studying the success rate between political majorities

**The Overview & Scrutiny Committee recommends that the Council:**

- 1) Notes the update report and makes any comments, as necessary
- 2) Encourages all departments to review and record any lessons learnt to ensure the Council does not make the same mistakes with future bids
- 3) Encourages all departments to undertake more thorough consultation before sending in bids to ensure they are robust
- 4) Notes that the Funding Working Group be placed on hold until further clarity from the new government about the future funding frameworks is received

## Overview and Scrutiny review scoping report

Review title: Funding review

Chair of the review group: Cllr C Pope

Working Group members: Councillors Adams, Allan, Bestwick, Brocklebank, Brown, Dunkin, Elliott, Ellwood, Rachael Ellis, Roxanne Ellis, Gibbons, Hughes, Hunt, Najuk Pickering, C Pope, G Pope, Robinson-Payne, M Smith, S Smith, Strong, Walker, Whiting, and Wilkinson.

Portfolio Holder: Councillor Payne

Corporate Director: Francesca Whyley

Lead Officer: Emma McGinlay

### Reason for the review

- To review the current bid funding process to aid in successful future bids.
- To review funding streams available to the council
- To review feedback from previous bids and review how this is being implemented for future bids
- To review current research on topic
- To learn from and benchmark to neighbouring authorities, especially those that have been successful in bids

### Specific focus of the review

- Make enquiries of GBC officers to ensure work is not duplicated.
- Consider recent larger bids and the learnings gained following unsuccessful bids before consulting with similar departments of other authorities who were successful.
- Review both successful and unsuccessful bids from neighbouring authorities, particularly where their first bid was unsuccessful and how their subsequent bid improved when successful.
- Review current research on funding bids.
- MP input and how they support bids.
- Study the success rate between political majorities.
- To give regular feedback to Cabinet on the discoveries of the group to aid bids submitted prior to submission of Scrutiny Working Group recommendations.

### What do we hope to achieve?

- Practical recommendations to improve chances of being successful on future bids
- Identification of additional funding streams for council to bid on.
- Formulation of suitable recommendations based on the learnings of the group to improve the success of future bids.
- Practical support to staff to ensure they have tools to better succeed in receiving funding

### Information required from whom

- Econ development team (GBC)
- Communities team (GBC)
- Parks and Open Spaces – Mel Cryer (GBC)
- Head of Finance – Tina Adams (GBC)
- Chief Executive - Mike Hill
- Portfolio holders – Cllr Payne/Hollingsworth
- County Council Economic Development team (Sam Smith to confirm)
- MP (Gedling and Sherwood)
- Neighbouring authorities – Levelling up round two successful bids
- External companies that assist with bids for government funding

### How we will get the information

- Discussions with/presentations from guests
- Officer report presentation from stakeholders
- Decision notice – for levelling up round two funding bids
- House of Commons Gov reports
- LGA reports
- Institute of Government research
- LSE

### Equalities issues

There should be no adverse effect on the groups which fall within the protected categories as defined in the Equalities Act 2010.

### Timescales for the review

Action	Date
Approval from O & S	4 September 2023
Drafting the scoping document	24 October 2023
Meeting and evidence gathering meetings	February 2024 – June 2024
Drafting the recommendations and report	June 2024 – July 2024
Report to Overview Committee	July 2024
Report to Cabinet	August 2024
Response to Overview (Within 28 days)	September 2024
Six-month update	March 2025





## **Report to Overview and Scrutiny Committee**

**Subject:** Scrutiny work programme

**Date:** 13 January 2025

**Author:** Democratic Services Manager

### **Purpose**

To provide an update on the scrutiny work programme.

### **Recommendation(s)**

#### **That the overview and scrutiny committee:**

- 1) Discusses the draft work programme and identifies any further areas for examination for the 2024/25 year.

## **1 Work programme**

A draft programme was discussed at the last committee and an updated version has been attached as appendix 1.

As discussed at previous meetings, there will be future examination of the following areas which has been added into the programme:

- partner performance
- Effectiveness of hybrid working
- Gedling Plan, performance priorities and projects

The programme of portfolio holder attendance will continue, as will other standing items such as performance, and members are invited to put forward any additional ideas for inclusion in the work programme.

## **2 Financial implications**

There are no financial implications arising from this report.

**3 Legal implications**

There are no legal implication arising from this report.

**4 Equalities implications**

There are no equality implications arising from this report.

**5 Carbon Reduction/Environmental Sustainability implications**

There are no carbon reduction/environmental sustainability implications arising from this report.

**6 Appendices**

Appendix 1 – Draft work programme for 24/25 year

**Overview and Scrutiny Committee work programme 2024/25**

	<b>Programme of portfolio holding to account</b>	<b>Performance review</b>	<b>Reports/items at committee</b>	<b>Current reviews/responses</b>	<b>Suggestions for partner performance reviews</b>
<b>13 Jan 25</b>	<b>Councillor Jenny Hollingsworth (Confirmed)</b>	<b>Risk Management update Q2 24/25</b>  <b>Gedling Plan Q2 2024/25 performance report</b>	<b>Complaints update</b>	<b>Recommendations for funding review</b>	<b>Jigsaw Homes (Confirmed)</b>
<b>10 Mar 25</b>	<b>Councillor Viv McCrossen (confirmed)</b>	<b>Risk Management update Q3 24/25</b>		<b>Review of fly tipping and litter management across the borough</b>	<b>Nottingham City Homes (Confirmed)</b>
<b>July 2025</b>	<b>CIlr Kathryn Fox (Confirmed)</b>	<b>Risk Management update Q4 24/25</b>  <b>Gedling Plan Q3&amp;4 2024/25 performance and annual report</b>	<b>Procurement policy</b>	<b>Review of effectiveness of hybrid working</b>	
<b>Rolling issues</b>			<b>Rural area links – public transport offerings</b>	<b>Review of Gedling Plan and performance priorities/projects</b>  <b>Review of public parks</b>	

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