

Agenda

Overview and Scrutiny Committee

Date: **Monday 21 July 2025**

Time: **5.30 pm**

Place: **Council Chamber**

For any further information please contact:

Democratic Services

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Overview and Scrutiny Committee

Membership

Chair	Councillor Catherine Pope
Vice-Chair	Councillor David Brocklebank
	Councillor Michael Adams
	Councillor Pauline Allan
	Councillor Roy Allan
	Councillor Jim Creamer
	Councillor Andrew Dunkin
	Councillor Rachael Ellis
	Councillor Darren Maltby
	Councillor Ron McCrossen
	Councillor Grahame Pope
	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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MINUTES OVERVIEW AND SCRUTINY COMMITTEE

Monday 10 March 2025

Councillor Catherine Pope (Chair)

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

Apologies for absence: Councillor Lorraine Brown

Officers in Attendance: F Whyley, E McGinlay, L Juby and P Whitworth

Guests in Attendance: K Fox and S Guest

92 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS.

Apologies for absence were received from Councillors Brown and Grahame Pope. Councillor Payne attended as substitute.

93 TO APPROVE, AS A CORRECT RECORD, THE MINUTES OF THE MEETING HELD ON 13 JANUARY.

RESOLVED:

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

94 DECLARATION OF INTERESTS.

None.

95 PROGRAMME OF PORTFOLIO HOLDER REVIEW.

Members welcomed Councillor Kathryn Fox, portfolio holder for Life Chances and Vulnerability to the meeting to examine her portfolio. Councillor Fox gave an update to members on some key happenings within her portfolio.

No questions were received from Members in advance of the meeting, so Councillor Fox delivered an update on the various areas of responsibility within her portfolio. She gave the following updates:

It was noted that Councillor Fox chairs the cross-party Strategic Equality and Diversion Group meetings. Some of the work of those meetings included the following:

- Conducted a public consultation on the EDI Strategy.
- Created a staff inclusion group called GIGs to submit recommendations to SLT.
- EDI training would be rolled out for staff and councillors.
- Review of harassment Policy & training was ongoing.
- GBC produced a leisure accessibility video.

Regarding Housing Benefits, Members received an update on key performance indicators which showed 1,450 new claims had been received in 2024/25 and 25,387 changes of circumstances were received from April 2024 – Feb 2025. It was also noted that the Housing Benefit caseload had reduced from 2,944 in April 2024 to 2,477 in January 2025 due to migration to Universal Credit.

Members noted that Gedling Borough Council (GBC) adapted 54 residents' homes via Disabled Facilities Grants in 2024/25 up until the end of quarter 3. It was noted that 94% of those service users said that they were happy with the service and that it suited their needs.

GBC had set up a Violence Against Women's and Girls (VAWG) meeting that convened periodically to measure the progress of the group's actions which included both GBC's Public Protection team and Nottinghamshire Police. Through this, it was noted that Councillor Fox had signed GBC up to the VAWG Strategy 2023-2028.

Members heard of a variety of different events which offered youth unemployment and skills support, some of which included:

- Recruitment/jobs fair April 2024 – 26 exhibitors – 184 attendees
- Recruitment/jobs fair September 2024 – 30 exhibitors – 238 attendees
- Apprenticeship fair February 2025 – 30 exhibitors – 200 attendees
- HGV Cat C (Class 2) Training – 30 funded places
- Forklift Truck Driver Training – 38 funded places

The Chair then gave members the opportunity to ask questions.

Members asked what kind of properties were generally in receipt of Disabled Facilities Grants (DFGs).

Councillor Fox agreed to circulate DFG statistics following the meeting.

Members asked whether the council liaised with local developers ahead of planning applications to ensure some properties had the facilities to support those with disabilities.

Councillor Fox explained that the Food, Health and Housing Manager had discussed the provision of disabled facilities with developers, however this fell under a different portfolio so Councillor Fox could not offer more information.

Members asked for more information on the white goods support and how signposting worked.

Councillor Fox agreed to circulate additional information after the meeting.

RESOLVED:

- 1) To thank Councillor Fox for the information provided; and
- 2) To circulate additional information and answers following the meeting.

96

PARTNERSHIP REVIEW - NOTTINGHAM CITY COUNCIL.

The Chair welcomed Sharon Guest, Interim Director of Housing Services at Nottingham City Council to the committee as part of the Council's partnership review programme.

Sharon delivered a presentation which provided an overview on the key areas of her department's work at Nottingham City Council (NCC), highlights of which were as follows:

It was noted that NCC's Housing Strategy for 2024-2028 was to meet the needs of current and future residents as well as ensuring people lived in safe, warm homes that they could afford, in vibrant neighbourhoods where everyone could thrive.

Members noted NCC's housing priorities which included the following:

- Strategic housing led delivery, regenerating and improving housing standards whilst continuing the progress towards a carbon net zero future;
- Make better use of their available housing stock to support the development and acquisition of more affordable homes;
- Prevent and reduce homelessness and rough sleeping; and
- Work in partnership with health services, social care and other partner agencies to support people to live independently.

Members noted the challenges NCC were facing, such as:

- Financial constraints - Significant financial challenges and limited resources to deliver the strategy's vision and priorities;
- Housing supply and affordability - Significant demand for affordable housing which exceeded their available supply;
- Housing quality and standards – to achieve energy efficiency standards of such a large portfolio whilst maintaining quality and safety;
- Homelessness and rough sleeping - Prevent and reduce homelessness and rough sleeping as well as ending the routine use of bed and breakfast accommodation for families with children; and
- Housing and support needs – tackling the needs of a diverse range of people with varied needs associated with age, health, disability, and levels of vulnerability

The Chair then gave Members the opportunity to ask questions.

Members noted the difficulty for those applying to be on the NCC housing waiting list, particularly where the applicant didn't reside within the city boundary. It was then asked whether any additional consideration could be given to those who reside in the Gedling area when applying for City Council housing held within the Gedling Borough boundary.

It was noted that NCC's housing allocation policies were being reviewed, and the question could be brought up during the review.

Members queried how NCC prioritised their Net Zero ambitions with regards to housing given their current financial constraints.

It was noted that NCC's asset management strategy aimed to achieve Net Zero ambitions. NCC also ensured that they monitored emerging technologies to further those goals.

RESOLVED:

To thank Sharon Guest and Nottingham City Council for attending the meeting and the information provided.

97

WELCOME AND WARM SPACES UPDATE.

The Assistant Director for Communities, Leisure and Wellbeing introduced a report, which had been circulated in advance of the meeting, updating Members on the welcome and warm spaces initiative and the wider Community and Voluntary Sector (VCS) support for Gedling community organisations.

Members queried whether it would be possible to seek further information on the hardships of those that attended the warm spaces, to ascertain what factors caused their financial difficulties.

Members asked what they could do to support those who were having to attend the warm spaces.

Members heard that although much of the support available was circulated via leaflets and signposting, much more information could be found online. It was noted that improved digital access points would aid inclusion and empower residents.

RESOLVED:

To thank the Assistant Director for Communities, Leisure and Wellbeing for the information provided.

98 GEDLING PLAN QUARTER 3 PERFORMANCE 2024/25 REPORT

The Deputy Chief Executive introduced a report, which had been circulated in advance of the meeting, informing Members in summary of the position against Improvement Actions and Performance Indicators in the 2023-27 Gedling Plan at the end of Quarter 3 of 2024/25.

RESOLVED:

To note the report.

99 SCRUTINY WORK PROGRAMME.

The Democratic Services Manager introduced a report, which had been circulated in advance of the meeting, providing an update on the Scrutiny Work Programme.

Members expressed an interest in extending an invitation to the Citizens Advice Bureau or Department for Work and Pensions to attend the Committee.

RESOLVED to:

Note the report.

100 ANY OTHER ITEM WHICH THE CHAIR CONSIDERS URGENT.

None.

The meeting finished at 7.30 pm

Signed by Chair:
Date:

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Report to Overview and Scrutiny Committee

Subject: Procurement

Date: 21 July 2025

Author: Chief Finance and Section 151 Officer

Purpose

To update members on the progress of the Procurement project and the new Procurement Strategy.

Recommendation

That the Overview and Scrutiny committee

- 1) Notes the report and makes comments as appropriate

1	Background
1.1	Over the past 12 months the Council has undertaken a complete review of its procurement function. The review was considered necessary to ensure the completion of historic internal audit recommendations, to ensure we were prepared for the implementation of the new Procurement Act 2023, and to ensure the ongoing delivery of the Council's procurement function as the contract with our procurement providers North-East Derbyshire County Council was due to end on 31st March 2025.
1.2	The review was undertaken by an internal project team consisting of the Chief Financial Officer, who has responsibility for procurement, the Monitoring Officer, the Assistant Director of Governance and the Information and Practice Manager. The review was supported by an external contractor, Spend Solutions who provided a number of recommendations on improvements to the function and how the function should be delivered from 1st April 2025. The review also involved a survey of all officers engaged in procurement to get their views on the service.

1.3	Following a discovery exercise and feedback from officers engaged with procurement, it was recognised that the existing procurement function was in need of an overhaul. A number of issues were identified including the need to maximise efficiency of spend on contracts through more detailed spend analysis and less siloed departmental procurement. It was also identified that due to limited capacity from our procurement provider (2 days per week equivalent), heavy reliance was placed on legal services for procurement advice creating unnecessary demand on the service and resulting in missed opportunities for utilising different and more efficient routes to market. Finally, it was recognised that system and process improvement was required to ensure better transparency and efficiency in procurement activities.
1.4	A significant amount of work was undertaken by the project team to deliver on the recommendations of Spend Solutions and prepare the Council for the new Procurement Act. Members may recall that new Contract and Procurement Rules were adopted by Council in 2025, in addition, a refreshed Contract's Register has been published, and the Council is now utilising Intend software to more effectively manage contract performance. The software ensures procurement activity is monitored and any procurement exercises are undertaken in a timely manner by automatically alerting contract owners of key events and deadlines through the life of the contract. The system enables the Council to have a better idea of what procurement is coming through the pipeline to ensure more efficient management of projects and resource.
1.5	Training has been delivered to all officers involved in procurement to ensure they understand the new requirements of the Procurement Act and the new Contract and Procurement Rules. Further training on contract management is expected later this year and is a key priority. The work to date, and the ongoing work is to ensure the Council is delivering value for money through its procurement processes and also fulfilling its corporate objectives including promoting equality, diversity and inclusion, eliminating modern slavery in supply chains, mitigating environmental impacts and supporting economic growth.
1.6	A new procurement strategy has been developed and was approved by Cabinet in March 2025. The strategy has regard to the Government's National Procurement Policy Statement and Local Government Association Procurement framework. The strategy seeks to combine national priorities with the Gedling Plan priorities and supports the Council's other strategic commitments including those set out in the Equality Diversity and Inclusion Policy, Modern Slavery Policy, Carbon Management Strategy, Productivity Plan and Digital, Data and Technology Strategy. In addition, the strategy sets out a number of

	actions the Council will take moving forward to ensure delivery on the strategy. The strategy is shown at Appendix 1.
1.7	One of the key priorities of the strategy is to develop a consistent social value approach across procurement to ensure we are maximising opportunities for the delivery of social value aligned to our strategic priorities. Development of our social value approach is a key action for 2024/25.
1.8	As part of the review of procurement it was identified that additional capacity was required to deliver an effective service. The recommendation from Spend Solutions was that a mixture of in house and external support would provide adequate capacity and resilience. From April 2025 the procurement service has been delivered by a newly appointed internal Procurement & Contracts Manager, with support from a local authority shared service provider (SSP). The Council advertised the opportunity to other local authority procurement specialists in December 2024 and after a formal process appointed Orbis Procurement an SSP established in 2015 by Surrey County Council, East Sussex County Council and Brighton and Hove City Council.
1.9	Orbis were appointed as they were able to onboard immediately, employing over 100 procurement specialists and managing a procurement portfolio of over £2bn a year, it was evident that they would be able to support and help to develop the Procurement function at Gedling.
1.10	The Procurement & Contract Manager has been managing the contract with Orbis and has developed performance targets and indicators to ensure effective performance.
1.11	As part of the review of procurement an internal audit of procurement was requested in 2024/25. In particular the Council was keen to seek views on changes to policies and procedures and identify any further improvements required in the function. A copy of the audit report which has been reviewed by the Audit Committee is at Appendix 2.
1.12	The overall audit opinion for procurement is moderate with further recommendations raised in relation to contract management in particular. This is an area already identified as requiring improvement and further work as highlighted in the procurement strategy.
2.0	Proposal

2.1	That the committee note the reports and make comments as appropriate
3	Alternative Options
3.1	The committee could choose not to note the report and give any comments. But this would go against their wish to review the procurement project.
4	Financial Implications
4.1	The previous procurement arrangement with North East Derbyshire had a cost of £24,000 per annum, this was a very low cost for a procurement service this was identified as part of the review as insufficient to enable us to provide a fit for purpose procurement function that meets the requirements of the new Procurement Act and the Council's demand for procurement.
4.2	The cost of the new provision is c£130k per year, which is significantly higher, due to the permanent recruitment of the Procurement & Contract Manager at a Band 13 and a two-year contract with Orbis procurement. The additional budget requirement was approved in November 2024.
4.3	Although the costs are higher, the previous contract was not sufficient for our needs and resulted in some off contract spend and limited contract management, the review identified that the services had been under invested in for a number of years. The recommendations from Spend Solutions identified that there was efficiency to be made in investing in the service and an improved internal audit position from limited to moderate assurance has already demonstrated that investment was necessary.
4.4	A fit for purpose Procurement service should be able to cover its costs through savings and efficiencies on contracts. The Council is planning on some ambitious capital plans and some significant transformation programmes, effective procurement is critical to ensure these programmes can be delivered, and solutions can be procured effectively and to within the legislative framework.
5	Legal Implications
5.1	As highlighted within the report, the Procurement Act 2023 which was implemented in February 2025 has altered the way local authorities procure goods and services. The Council needed to undertake significant changes to the procurement function to ensure compliance with the Act and to ensure there was significant capacity within the organisation to deliver on the Council's plans and priorities.

6	Equalities Implications
6.1	The Procurement Strategy supports the Council's Equality, Diversity & inclusion policy, it ensures adequate contract terms to enable better control in relation to modern day slavery, equality, diversity and inclusion.
6.2	We will work with suppliers to ensure they are committed to providing high quality jobs, with healthy and safe working conditions, fair pay and equal opportunities for workers.
6.3	Working with suppliers to remove barriers to entry to work for young people and underrepresented groups, including people with protected characteristics and care leavers.
7	Carbon Reduction/Environmental Sustainability Implications
7.1	The procurement strategy ensures that suppliers are actively working to address environmental impacts including reducing greenhouse gas emissions and minimising waste through their operations, protecting natural habitats and bop-diversity.
7.2	Through our Social Value Policy and processes leverage opportunities to tackle climate change and reduce waste.
8	Appendices
8.1	Appendix 1 – Procurement Strategy 2025-2027 Appendix 2 – Internal Audit Report
9	Background Papers
9.1	None

Statutory Officer approval

Approved by: Chief Finance Officer
Date: 7 July 2025

Approved by: Monitoring Officer
Date: 8 July 2025

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Gedling Borough Council's

Procurement Strategy 2025-27

Serving people, Improving lives

DOCUMENT CONTROL	
Version control number: 1:0	
Date approved:	Approved by:
Date of next review:	
Job title of responsible officer:	

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Foreword – Mike Hill, Chief Executive

It has been an incredibly challenging time for local government in recent years. With the reduction in government funding support, the impacts of Brexit and Covid-19 on the Council and the wider economy, the demand for public services growing and the constant drive for efficiency in service provision, it has never been more important to ensure best value in the procurement of our goods and services.

Openness and transparency in how we procure our services is essential, and as an organisation we need to ensure strong governance around our procurement and contract management to ensure we drive performance and efficiency.

Changes to statutory requirements with the introduction of the Procurement Act 2023 and the National Procurement Policy Statement, along with wider Council responsibilities including our equality duty, our commitment to reduce carbon emissions, our stance against modern slavery and our commitment to ensure social value through contract delivery, form the backbone of this strategy. The strategy also aligns with our Gedling Plan objectives and our Productivity Plan which will see changes to the way the Council works and engages with customers.

With Local Government Reform on the horizon, we look to work collaboratively with authorities across Nottinghamshire and seek opportunity to align our procurement activity and practices to achieve best value for our current and future communities.

As we continue to deliver on our Gedling Plan objectives, with an ambitious Transformation Programme well underway, we need to ensure that we have the right level of procurement advice and support and robust contract management arrangements in place. This strategy highlights how we will deliver procurement over the life of the Gedling Plan to ensure we fulfil our priorities and work in a smarter way in the procurement of goods and services, maximising benefits and efficiencies for the Council, our communities and our local economy.

Introduction

There has been a significant change in the procurement regime in recent years since the UK's departure from the European Union. The Procurement Act 2023 marks a shift in the way contracting authorities procure goods and services and "went live" on 25 February 2025.

On 14 February 2025, the Government published a revised National Procurement Policy Statement with a focus on a more "joined-up" approach to procurement across the public sector.

This strategy has been prepared taking into account the overarching principles of the new procurement regime and with regard to the National Procurement Policy Statement (NPPS).

The strategy sets out what actions the Council will take, in alignment with the priorities set out in the NPPS, and Gedling Plan to change and improve procurement processes over the life of the strategy.

The Local Government Association's National Procurement Strategy for Local Government in England 2022 procurement [toolkit](#) provides a useful assessment tool to consider the maturity level of organisations in terms of procurement. An assessment against this framework has identified that organisationally, there is opportunity to improve performance across 3 areas:

- showing leadership
- behaving commercially
- achieving community benefits

The LGA strategy and the NPPS share common visions focused on enhancing value and delivering social outcomes through procurement processes. The Council has aligned these with the Gedling Plan priorities to set out the objectives for procurement and what actions the Council have and will take to deliver effective procurement from 2025-27.

Procurement – Where are we now?

In 2024/25, as part of the Council's Smarter Working programme, the Council has undertaken a wholesale review of the procurement function aided by consultants Spend Solutions.

The Council has, for the last few years engaged the services of another local authority to deliver the procurement function on behalf of the Council. That arrangement is due to end on 31st March 2024. It has been identified through the review that despite the support of an external provider, there has been under investment in the Council's procurement function and a heavy reliance on legal services to provide contract and procurement support and advice.

Procurement has been undertaken in a "silo" way with contract management undertaken by managers within departments in an adhoc manner. It has been recognised that in order to deliver on the Council's ambitious plans for 2025 onwards, and to ensure more effective contract performance, spend and management, that investment in capacity is needed in the shorter term as well as improvements in processes and training for staff. In addition, better use of the Council's procurement and financial management systems to effectively monitor and report on spend, contract performance and risk management is required.

To support the Council's procurement ambitions a Contract and Procurement Manager has been appointed to lead on the procurement function and deliver on the procurement objectives identified through this strategy. To support this role the Council is looking to engage with other public sector procurement partners whilst the in-house function is stabilised and improved.

Recommendations from the procurement review have identified a number of areas for improvement based on current procurement practices. Many of these recommendations have already been implemented as identified later in the strategy, with several more actions expected through 2025-27. The recommendations from the review have been fed into this strategy document and are identified as actions delivered or to be delivered.

One of the recommendations made through the procurement review was to develop a proportionate procurement strategy that aligns with national and business objectives and Gedling values. This document fulfils that recommendation and provides a strategy that is both realistic and clear for staff and suppliers.

Objectives

The Council has considered national, regional and local objectives when preparing this strategy. The Council's procurement objectives are aligned with the Council's Priorities as set out in the Gedling Plan and underpinned by a series of actions which have been or are to be completed.

In the preparation of this strategy and in its implementation, regard needs to be had to the Council's existing policies and strategies including policies in relation to Information Governance, Equality, Diversity and Inclusion, Modern Slavery, Carbon Management, Risk Management, Register of Interests, Anti-Fraud and Corruption and Cyber Security.

Our Gedling Plan Priorities

1. Economy

To Encourage and support healthy businesses in our town and local centres, improving local skills and employment opportunities and promoting an economy that attracts visitors throughout the day and supports Leisure activity.

To support this priority through our procurement activity we have the following objectives:

We will:

- 1.1 Drive economic growth and strengthen supply chains by giving small and medium sized enterprises (SMEs) and Voluntary, community and social enterprises (VCSEs) opportunity to bid for contracts, maximising contract spend in this area.
- 1.2 Work with suppliers to ensure they are committed to providing high quality jobs, healthy and safe working conditions, fair pay and equal opportunity for workers.
- 1.3 Establish a Social Value Policy and process to leverage procurement to stimulate local economic growth, support entrepreneurship and foster job creation.
- 1.4 Encourage suppliers to harness and develop local talent and enhance local employment opportunities particularly amongst economically inactive cohorts.
- 1.5 Enable innovation and transformation – making procurement easier for bidders, simplifying processes to encourage participation from SMEs and VCSEs and promoting new approaches and solutions in procurement to deliver better outcomes.

2. Community

To enable a resilient, empowered connected, inclusive and healthy community

To support this priority through our procurement activity we have the following objectives:

We will:

- 2.1 Work with suppliers to remove barriers to entry to work for young people and under-represented groups, including people with protected characteristics and care leavers.
- 2.2 Through our Social Value Policy and process leverage support for organisations that strengthen community cohesion awareness raising and action.
- 2.3 Support good physical and mental health by providing opportunities for high quality jobs in the locality.
- 2.4 Ensure suppliers are actively working to tackle modern slavery and human rights violations.

3. Place

To enable a safe, attractive, clean and culturally vibrant borough that plays its part to tackle the climate emergency

To support this priority through our procurement activity we have the following objectives:

We will:

- 3.1 Ensure suppliers are actively working to address environmental impacts including reducing greenhouse gas emissions and minimising waste in their operations, protecting natural habitats and bio-diversity.
- 3.2 Through our Social Value Policy and processes leverage opportunities to tackle climate change and reduce waste.
- 3.3 Maximise opportunities to work collaboratively across the public sector to ensure best value and develop a wider “place” across local boundaries to support growth.
- 3.4 Encourage innovative approaches from suppliers to mitigate environmental impacts

4. The Council

To ensure the Council is a healthy place to work, it engages with its customers, has a focus on improvement, is financially sound and ensures compliance with relevant legislation.

To support this priority through our procurement function we have the following objectives:

We will:

- 4.1 Ensure that our procurement processes are open, transparent and compliant with legislative and constitutional requirements.
- 4.2 Ensure that we have the right commercial capability in place to procure and manage contracts effectively.
- 4.3 Invest in the skills and capabilities of procurement professionals to ensure the organisation has the expertise and capacity needed to deliver on this strategy.
- 4.4 Leverage digital tools and data analytics to enhance procurement processes, improve decision making and increase transparency and efficiency.
- 4.5 Have efficient and effective policies and processes in place to ensure procurement opportunities, management and benefits are maximised.
- 4.6 Support and train those involved in procurement and contract management to ensure we maximise performance of our contracts and encourage innovative practices.
- 4.7 Benchmark our procurement capability and performance to ensure continual improvement through the Local Government Association framework.
- 4.8 Work collaboratively with other local authorities and public sector bodies to seek opportunities for joined up working to deliver value for money.
- 4.9 Effectively monitor contract spend to reduce supplier fragmentation and continually identify opportunities to deliver value for money through procurement.
- 4.10 Develop effective contract, supplier relationships and supply chain management – ensuring contracts are well-managed and that relationships with suppliers are maintained to deliver value through the supply chain.
- 4.11 Provide a procurement function that is approachable, engaging and continually striving for improvement.
- 4.12 Ensure Member Engagement in the leadership and governance of procurement activity.

Delivering on our priorities

In order to ensure delivery of our objectives as set out above, the Council has already and will continue to undertake a range of actions.

What has been done so far:

Action	Objective
Revised Contract and Procurement Rules have been adopted to ensure compliance with Procurement Act 2023.	4.1,4.5
The introduction of a light touch quotation processes to engage SMEs and VCSEs.	1.1,1.5
Utilise technology through advancement of our contract management and procurement system to better monitor contract performance.	4.1, 4.4, 4.5,4.10
Provided procurement training to all officers engaged in procurement.	4.2, 4.6,
Refreshed and updated the contracts register to ensure transparency.	4.1, 4.5,
Prepared a Procurement Strategy setting out the Council's approach to procurement having regard to the Procurement Act 2023, the NPPS and the Gedling Plan.	All objectives
Appointed a Contract and Procurement Manager in-house, to ensure effective capacity and capability in the procurement function.	4.2, 4.3, 4.10, 4.11, responsible for delivery of all strategy objectives
Undertaken a spend review to establish where value for money could be improved and to identify opportunities to procure services more effectively with less fragmentation of suppliers.	4.9, 4.11
Established a procurement pipeline based on an updated contract register and upcoming actions from the Council's Delivery Plan to	4.3, 4.5

ensure appropriate capacity around procurement activity.	
Engaged with other local authority procurement service providers to explore opportunities for joint working across procurement to ensure adequate capacity.	3.3, 4.8
Established internal governance structures to centrally track risk on contract performance including budget performance against procurement.	4.5
Established a Business Design and Technology Authority to assess system and process changes and ensure any system procurement aligns with our Architecture Principles and data security requirements.	4.4

What will we do next

Action	Objective
Use our existing local business networks and partnerships to promote and engage with local SMEs and VCSEs on procurement opportunities and our objectives.	1.1, 4.10
Engage with other local authorities at the commencement of a procurement opportunity to see if there is an opportunity to collaborate and procure jointly.	3.3, 4.8
Establish a clear Social Value Policy which identifies how suppliers can deliver social value through procurement linked to our wider community, economic, and environmental objectives.	1.3, 2.2, 3.2, 4.5, 4.10
Upgrade our financial system to more effectively manage invoicing and track supplier spend to ensure it is procured efficiently and spend patterns identified.	4.4, 4.5, 4.9,
Improve our supplier compliance checks to ensure any non-compliant	1.2, 2.1, 2.4, 3.1, 4.10

practices are identified and financial/reputational issues identified.	
Provide contract management training to officers to ensure better, more effective management of contracts.	4.2, 4.3, 4.6
Establish Rigorous contract management practices including regular performance reviews, Key Performance Indicators and supplier audits.	4.5, 4.10, audits will ensure suppliers are aligned with all our objectives
Provide guidance on innovative procurement approaches.	1.5, 4.1, 4.6, 4.8, 4.11
Proactively engage with the market prior to contract advertisement through networks, supplier events and educate on our objectives.	All objectives
Ensure procurement documentation is accessible and clear on our objectives to encourage compliant suppliers.	All objectives
Ensure adequate contract terms to enable better control in relation to bribery, fraud, health and safety, modern slavery, equality, diversity and inclusion and environmental impacts.	1.2, 2.1, 2.3, 2.4, 3.1, 3.4, 4.10
Ensure Member engagement in procurement and commercial activity through Portfolio Holder meetings, briefings to ward members, engagement through Scrutiny and Audit Committees	4.12
Deliver Member Training on procurement Act 2023 and Procurement Strategy	4.12

Reviewing and Reporting

This strategy is to be approved by Cabinet and kept under regular review as changes to the procurement function develop. As a minimum this strategy should be reviewed every two years and should align with future Gedling Plan priorities from 2027 onwards.

Performance of our procurement function against this strategy will be monitored through our Budget and Performance Board and Connect Council Board.

GEDLING BOROUGH COUNCIL

INTERNAL AUDIT REPORT

PROCUREMENT AND CONTRACT MANAGEMENT
JUNE 2025

Design Opinion



Moderate

Design Effectiveness



Moderate

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DISTRIBUTION

Francesca Whyley	Deputy Chief Executive
Tina Adams	Chief Finance Officer
Natalie Osei	Assistant Director for Governance and Democracy
Sarah Klapkowski	Information and Practice Manager

BDO LLP APPRECIATES THE TIME PROVIDED BY ALL THE INDIVIDUALS INVOLVED IN THIS REVIEW AND WOULD LIKE TO THANK THEM FOR THEIR ASSISTANCE AND COOPERATION.

REPORT STATUS

Auditors:	Gurpreet Dulay - Partner Max Armstrong - Manager Faye Orton - Auditor
Dates work performed:	25 March - 12 May 2025, with a closing meeting held on 12 May 2025.
Draft report issued:	4 June 2025
Final report issued:	16 June 2025

EXECUTIVE SUMMARY

CRR REFERENCE:

CR5 - 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

CR8 - THERE ARE CHANGES TO AND BREACHES OF CURRENT LAW LEADING TO ADDITIONAL WORKLOADS, FINES, INTERVENTION BY REGULATORY BODIES, ETC.

Design Opinion



Moderate

Design Effectiveness



Moderate

Recommendations

0

2

0



SCOPE

BACKGROUND

- ▶ Procurement and contract management are critical to ensure that local authorities achieve value for money and provides effective service delivery that complies with statutory legislation. Gedling Borough Council (the Council) have implemented a new e-procurement system (Intend), in collaboration with Bolsover District Council (BDC).
- ▶ The Procurement service was previously outsourced to North East (NEDDC) Derbyshire District Council to administer. This included: performing due diligence checks and retaining evaluation records. The Council have recently changed its supplier for this service to Orbis Procurement in April 2025. Orbis Procurement is a public sector shared procurement service, hosted by East Sussex County Council and Surrey County Council.
- ▶ The Council have recruited a new Contract and Procurement Manager who started in April 2025. This role has been created as part of their Transformation Programme.
- ▶ The Council's Contracts and Procurement Procedure Rules are included in Section 22 of its Constitution. This sets out the procurement processes that should be followed for different levels of spend, including preliminary market testing, evaluating quotes and tenders, and contracting suppliers.
- ▶ The Procurement Act 2023 (the Act) received royal assent on 26 October 2023 and was due to come into force in October 2024. This was delayed by central government and so the legislation went live in February 2025. The new Act is designed to simplify the bidding process to work with the public sector and make commercial frameworks more open. A new Procurement Review Unit (PRU) will also be established for better oversight of the adherence to the new Act's requirements.
- ▶ In preparation for the new Act, the Council have updated its Contracts Register on the Intend System (the procurement system). It has also conducted a compliance exercise of spend with suppliers to identify any

aggregated purchases or suppliers used by several departments. This could enable efficiency savings to be developed.

PURPOSE

- ▶ The purpose of the review was to assess the effectiveness of the Council's procurement and contract management processes and its preparedness for the new Procurement Regulations which came into full effect in February 2025. The audit also evaluated the Council's contract management arrangements with key suppliers to ensure proper oversight of contractor performance and timely escalation of issues.

AREAS REVIEWED

The following areas were reviewed as part of this audit:

Procurement

- ▶ The Financial Regulations and Procurement Strategy to assess whether these provide clarity on the Council's procurement requirements and comply with regulatory requirements.
- ▶ Processes for assessing annual supplier spend to ascertain whether the Council have appropriate controls in place to detect aggregated spend to avoid procurement requirements.
- ▶ A sample of eight suppliers with different levels of spend to assess whether appropriate procurement processes had been followed. Specifically, we assessed whether:
 - Quotes or tenders were received and evaluated in accordance with the Contract and Procurement Procedure Rules
 - Multiple suppliers were evaluated, and evidence of the supplier evaluation was documented with sufficient rationale for the selection of the successful supplier
 - Contract notices and award notices were published on Contracts Finder or the Find a Tender Service, as appropriate
 - Financial and reputational due diligence was conducted on suppliers before entering into legal agreements.
- ▶ Preparedness for the implementation of the Act to assess whether adequate governance and operational changes were made to ensure the Council are complied with new or amended requirements. This included review training sessions and updates to templates.

Contract Management

- ▶ Ascertain whether contracts were recorded on a central contract register and the accuracy and completeness of this. Also, assess whether the Council monitor the procurement pipeline to identify when contracts are due to end so that sufficient time was available for a procurement process to take place or quotes to be obtained from multiple suppliers.
- ▶ For the same contracts as those tested in the procurement sample, we assessed whether:
 - Contracts had been signed by both parties and had been retained
 - Contracts had break clauses or penalty clauses for poor performance
 - Contract management procedures were in place to monitor the performance of the suppliers and resolve or escalate issues for underperformance
 - Actions agreed with contractors in contract management meetings were recorded and followed up to support effective service delivery and improvement over the duration of the contract.

- ▶ Internal reporting to the Senior Leadership Team (SLT) for service critical or high value contracts to ascertain whether there was adequate senior oversight of performance of key contractors.



AREAS OF STRENGTH

We identified the following areas of good practice:

- ▶ The Council published a notice to amend its Constitution to comply with the requirements of the Act, with the new Contract and Procedure Rules approved by Full Council on 22 January 2025. This was to comply with the new requirements for procurement and contract management in the new Act.
- ▶ We reviewed a sample of eight contracts with suppliers from Contract Register, with varied values, and confirmed that in all instances:
 - The contract was signed by both parties
 - Contract notices were published on Contracts Finder, if over the value of £25,000, as required by statutory legislation
 - Live contracts were recorded on the Contract Register which was held on Intend
 - The contract had provisions for break clauses or a warranty for equipment.
- ▶ Through contract management processes, there have been instances where underperformance of contractors has been escalated to the Senior Leadership Team (SLT), eventually resulting in the termination of the contract. Broadly, only contracts where there was significant underperformance would be escalated to the SLT as performance is generally monitored by the contract manager, with support from Directors and Assistant Directors. The Council has introduced a new Risk Board in April 2025 to enable contract risks and issues to be escalated to SLT members where necessary.
- ▶ The Council undertook an exercise of analysing spend with its suppliers in October 2024 to identify potential non-compliance with its procurement procedures. For instances where the spend with suppliers exceeded procurement thresholds and contracts were not in place, the Legal Team met with the heads of departments to address knowledge gaps and non-compliance. An observation has been raised to ensure this is included within our follow up as the process should be completed annually.
- ▶ In-tend generates automatic notifications for when contracts are due to end to provide oversight of the procurement pipeline. The reminders are sent at different times depending on the type of contract to allow a sufficient lead-in time to evaluate options for the renewal of the contract or service provided.



AREAS OF CONCERN

We found:

- ▶ In our sample of contracts, due diligence checks were not retained or completed in all instances to identify any financial or reputational risks of engaging with a supplier. These were the responsibility of NEDDC to perform and will be the responsibility of Orbis Procurement under the new contract (Finding 1 - Medium).
- ▶ There were inconsistencies in contract management processes for different contracts, with documentation not being retained to demonstrate monitoring and oversight of contractors in some instances. The Act places more responsibilities of public authorities for monitoring

supplier performance and publishing contract notices for underperforming suppliers (Finding 2 - Medium).



CONCLUSION

We conclude that the Council has a Moderate design and effectiveness of controls for the management of procurement and contract management. Due to changes in legislations, there have been new requirements placed on local authorities to ensure more transparent reporting of procurement and contract management. The Act has streamlined other processes, making it simpler supplier to access commercial frameworks. The Act went live in February 2025, therefore, most of the contracts that we reviewed pre-dated these requirements. However, we have assessed the actions taken by the Council to prepare for the Act.

Control Design


The control design was Moderate because there was generally a sound system of internal control designed to achieve system objectives with some exceptions. Procurement support and administration was provided by NEDDC; however, the Council have recently signed a contract with Orbis Procurement for these services. There has also been limited central resource to monitor procurement processes in the past, but a Contract and Procurement Manager joined the Council in April 2025, which is expected to improve these. As such, several recommendations from our Procurement and Contract Management audit in 2021/22 (Limited/ Moderate) were still outstanding prior to this review. Key findings in the previous report included, contracts missing from the contract register, a lack of control for contracts coming towards renewal, a lack of contract procedure rules alignment to strategy and the lack of a social value policy. There have been improvements in these areas as the contracts register is now up to date including the contracts we reviewed, the Intend system sends notifications to alert contract managers for contracts due for renewal, in advance and the contract procedure rules are up to date including a social value focus. However, in the last report there was a high finding as a result of a lack of contract management arrangements, after several years there is still not a consistent approach to contract management across the council as raised in Finding 2.

The Council have updated its Contract Procedure Rules to incorporate the requirements of the Act and provided some training and guidance to staff on this. However, there was no formal guidance on the expectations for contract management which led to inconsistent procedures and a lack of documentation to demonstrate contract management in some instances. Furthermore, contract managers were not provided with formal training. This has been recognised in the Procurement Strategy for 2025-27 as an action to take forward.

Control Effectiveness

The control effectiveness was Moderate because there was evidence of non-compliance with some controls, that may put some of the system objectives at risk.


We identified some contracts where there was inadequate evidence for due diligence checks performed on the supplier to provide the Council with assurances that financial and reputational risks were in line with its risk appetite.



With the changes that the Council have made, increasing resources for procurement and contract management, is expected to address these areas of non-compliance. This acknowledges the feedback that the Council received from external consultants, Spend Solutions, that there had been under-investment in the procurement function.

DETAILED FINDINGS

1 THERE WAS A LACK OF EVIDENCE RETAINED TO DEMONSTRATE DUE DILIGENCE CHECKS PERFORMED ON NEW SUPPLIERS

TOR Risk:	Due diligence is not performed on suppliers and full supplier details, as specified in the Procurement Act 2023, are not recorded in the Council's procurement system.
Significance:	 Medium



FINDING

To manage supplier risk, due diligence is critical to identify potential financial or reputational risks for suppliers and to ensure suitable controls are implemented to mitigate these. The responsibility for performing due diligence checks on new suppliers was previously the responsibility NEDDC when the procurement service was outsourced to them. Since April 2025, Orbis Procurement have been responsible for performing these checks.

The Council's Procurement Policy does not establish values for when due diligence is required.

For each supplier, the due diligence performed by NEDDC was based a list of factors, including information about the supplier and grounds for exclusion. The checks are split into reputational and financial risks. Reputational risks include technical and professional ability, health and safety, environmental management, safeguarding and modern slavery. Financial risks are then evaluated to assess the supplier's economic and financial standing (using a CreditSafe Report) and confirmation that they hold appropriate insurance cover.

The supplier's score for each due diligence factor is documented on a separate tab on the Evaluation Form template. The evaluators confirm whether the supplier complied with the specification's requirements for due diligence and document what the Creditsafe score was. CreditSafe will apply a risk score to the supplier using its own matrix depending on what the credit score was. However, this was not completed for each supplier in our sample of eight contracts. We found:

- ▶ The Council do not receive the source evidence for the CreditSafe reports to obtain assurance over the scores. There was one CreditSafe Report that was retrospectively obtained from NEDDC during our audit. The Council rely on the scores reported by NEDDC on the Evaluation Form. For one supplier, a CreditSafe report was provided after request from NEDDC following the audit however in all other cases such evidence was not available (GBC/00000071/2020). There were three other suppliers where credit scores had been documented on the Evaluation Form but we were not able to agree this to the original report (GBC/024/2023, GBC/057/2024, GBC/041/2024).
- ▶ In one instance, as the contract was for £7,652 there was no Evaluation Form in place as it was below the thresholds for a full procurement exercise. Therefore, there was no evidence of any due diligence checks being performed. This is a lower risk contract due to the value, however, as there are no thresholds for due diligence in the Procurement Policy, we would expect that a form of due diligence should still be performed to identify any potential reputational or financial risks (CON003457).
- ▶ For one supplier providing all weather sports pitch maintenance, the due diligence tab on the Evaluation Form was not completed, demonstrating that sufficient due diligence was not performed (GBC/073/2024).

There risks to the Council of inadequate completion or evidence for due diligence is two-fold:

- ▶ Suppliers do not comply with statutory requirements which brings the Council into disrepute.
- ▶ If the supplier has financial issues that the Council are not aware of, then this could impact the quality of services to the Council and the supplier's ability to deliver on contractual agreements.

We have raised this as a Medium significance finding because we did not identify any non-compliance with statutory obligations in our sample testing. Furthermore, there were some controls in place, managed externally, to perform checks on higher value and risk contracts.



RECOMMENDATION

- A. Due diligence thresholds for suppliers (based on value or risk level of the contract) should be documented in the Procurement Strategy or Policy. The Council may wish to consider a minimum credit score for a supplier before entering into a contract. We have provided an example in Appendix I of due diligence guidance used by a different public sector organisation.
- B. The Council should obtain the original credit report for new suppliers from Orbis Procurement and retain this on Intend to obtain assurances over the supplier's credit score. It could seek to obtain subsequent credit scores on suppliers during the contract to obtain assurances over the supplier's financial sustainability over the whole contract term. Annual intervals may be appropriate for these ongoing checks.



MANAGEMENT RESPONSE

The Council is currently undertaking a piece of work around Due Diligence of suppliers, which include the following:

- ▶ All procurements under £30k will have a minimum Red Flag score. The score is yet to be determined, however the score table provided seems like a good starting point. Once agreed this will be built into new tender templates.
- ▶ The Procurement manager is working with finance staff to develop an in depth financial analysis for over threshold procurements and potentially any other procurements deemed to be higher risk.
- ▶ We are currently considering the use of patent Company Guarantees, there will be a new PCG section in the new ITT template, consideration will be given to mandating on over threshold tenders.
- ▶ Potentially some due diligence around modern day slavery, human trafficking and child labour in high-risk markets.


Responsible Officer:

Paul Williams, Procurement Manager

Implementation Date:

30 September 2025

2 THERE WERE INCONSISTENT, AND OFTEN NOT DOCUMENTED, CONTRACT MANAGEMENT PROCESSES

TOR Risk:	Contract managers do not hold contract management meetings with suppliers or monitor contractor's performance, leading to inadequate service delivery not being identified and addressed.
Significance:	 Medium



FINDING

Contract management processes are essential to monitor the performance of suppliers against outcomes and metrics agreed in the contract. The Council does not have an explicit set of expectations or procedures that should be followed for contract management, although it does require each contract to have at least three key performance indicators to monitor. The responsibility for contract managers is to establish proportionate contract management arrangements for the value and risk of the contract. For instance, some contracts may be monitored via regular meetings and performance reporting, or site visits and inspections may be appropriate for others. For smaller contracts, there may be no documented evidence of contract management as informal oversight is provided.

The Procurement Act 2023 places greater requirements on public authorities for transparent reporting on contractor performance, such as issuing Contract Performance Notices where there have been breaches by suppliers.

For the sample of procurement exercises tested, we also ascertained the adequacy and proportionality of the contract management for these suppliers. In the absence of formal guidance set by the Council for contract management, we assessed the adequacy of contract management against expected monitoring levels. We found:

- ▶ There were two contracts, for the provision of modernising the delivery of waste and street services and the provision of IT hardware, where minutes were not retained to demonstrate contract management, however, we understand that there were regular contract management meetings with the supplier (GBC/057/2024 and GBC/012/2025). There was another contract for the provision of a Customer Experience Platform where there was no evidence of contract management. A set of key performance indicators were identified in the contract but these were not reported to the Council to monitor supplier performance (GBC/041/2024).
- ▶ A supplier who provided watches to the Council for the purpose of collecting data was underperforming on the services as the data was not being collected properly. This was raised to the supplier's help desk to rectify but there were no regular contract management meetings with the supplier over the duration of the contract to escalate these matters. The contract with this supplier was for the provision of the watches but does allow for faulty goods to be replaced, unless damaged or lost by the buyer. This was also not escalated internally to SLT. The contract value was £7,651 (CON003457).

There is a risk that without regular contract management the contract objectives are not achieved, and poor performance is not escalated to SLT.



RECOMMENDATION

- A. The Council should develop a contract management guide for staff to refer to for minimum expectations for contract management. This should have thresholds for the expectations based on the level of spend and/or the risk of the services, ie whether they are critical to the Council service delivery objectives. This should ensure that there is sufficient contract performance monitoring and evidence retention to fulfil the Council's obligations under the Act, ie publishing contract notices.

- B. Training on the basic and fundamental principles of contract management should be offered to contract manager, particularly those that have limited experience of managing contract. E-learning modules for public sector organisations could be used to support this, eg Civil Service Learning or the Government Commercial College, which are used by other public sector organisations. Providing training to contract managers is identified as an action in the Procurement Strategy.



MANAGEMENT RESPONSE

The newly appointed Procurement Manager is currently looking at a number of areas within contract management to aim to strengthen the process including:

- ▶ A specification template using mandatory sections where service areas will be able to demonstrate the bidder has met KPI and minimum performance requirements. This will create focus on contract management and the template will have a set section on contract management to consider from the outset of the contract. Some standard questions are also being developed on the bidder's approach to contract management when creating the tender.
- ▶ Training on contract management will be developed and rolled out; in addition, Drop-in clinics with service areas are being developed to support managers with contract management. A database is intended to be built to track and monitor contract performance.
- ▶ A section in the ITT will focus on contract-based risks, which will help us to have an effective contract variation process in place which is compliant.
- ▶ A mandatory section in the ITT is being developed for KPI's to enforce contract management into the tender.

Responsible Officer:

Paul Williams, Procurement Manager

Implementation Date:

31 October 2025

OBSERVATIONS

WHILST THE COUNCIL HAVE TAKEN STEPS TO PREPARE FOR THE NEW PROCUREMENT ACT THERE ARE STILL IMPROVEMENTS TO BE MADE

Observation

The Act came into effect on 24 February 2025. In preparation for this, the Council updated its Contract Procedures Rules, revised the guidance on its intranet and there were training sessions provided by the Legal Team. We understand that there are further actions required to ensure staff are aware of the new requirements to maintain compliance with the Act, such as: more extensive training sessions, drop-in clinics and updating procurement templates and forms.

A new Contract and Procurement Manager joined the Council on 13 April 2025. Part of their role will be to roll out these measures to ensure the Council comply with the legislation in full.

The Council undertook an exercise of analysing spend with its suppliers in October 2024 (for the first time) to identify potential non-compliance with its procurement procedures. For instances where the spend with suppliers exceeded procurement thresholds and contracts were not in place, the Legal Team met with the heads of departments to address knowledge gaps and non-compliance. As part of this audit, we have not subsequently confirmed that contracts were entered into where any non-compliance was identified from this exercise, as this was not within the scope of our audit. However, we understand that the Council intend to repeat this process annually to address suppliers with high values of spend where formal contracts are not in place. As this is a key audit control we will follow up to ensure this process has been completed annually.



APPENDIX I - EXAMPLE OF DUE DILIGENCE POLICY

Creditsafe Ratings

Each Creditsafe report includes the following ratings information:

Rating Name	Description												
Risk Score: Credit Score	<p>The Creditsafe Rating works on a scale of 1-100 and predicts the likelihood of the company becoming insolvent (fail) within the next 12 months.</p> <p>A higher score indicates a lower risk of insolvency while a lower score identifies higher risk of insolvency.</p> <table border="1"> <thead> <tr> <th>Risk Level</th><th>Risk Score (0-100)</th></tr> </thead> <tbody> <tr> <td>Very Low Risk</td><td>71 - 100</td></tr> <tr> <td>Low Risk</td><td>51-70</td></tr> <tr> <td>Moderate Risk</td><td>30 - 50</td></tr> <tr> <td>High Risk</td><td>21-29</td></tr> <tr> <td>Very High Risk</td><td>0 - 20</td></tr> </tbody> </table>	Risk Level	Risk Score (0-100)	Very Low Risk	71 - 100	Low Risk	51-70	Moderate Risk	30 - 50	High Risk	21-29	Very High Risk	0 - 20
Risk Level	Risk Score (0-100)												
Very Low Risk	71 - 100												
Low Risk	51-70												
Moderate Risk	30 - 50												
High Risk	21-29												
Very High Risk	0 - 20												
International Score: Company Credit Score Globally	The International score is a credit risk comparison between companies that are registered in different countries.												
Credit Limit	The recommended maximum amount of credit the supplier should be offered.												
Contract Limit	Recommended contract value limit.												
Status	Is the company active.												
DBT (Days Beyond Term)	Number of days the company is overdue on payment of invoices.												
Industry DBT:	Number of average days the industry is overdue on payment of invoices.												

Note: Information from Creditsafe rating reports may not be available for a particular supplier, or may not be complete or up to date, which will influence the report conclusions. For example, new potential providers. The reports may also be sensitive to market information that could change at short notice.

New Supplier Request - Requisition Value below £10,000

A supplier with a rating above 29, Moderate Risk and Very Low Risk, will be approved within the Finance System. The report will be saved and kept on file and will be reviewed as part of the Creditsafe monitoring report on a monthly basis.

A supplier with a rating below 29, High Risk and Very High Risk will be flagged to the requisitioner for review. At this stage the requisitioner may wish to source an alternative supplier, due to the increased risk of the required goods/services not being delivered.

Pre-Contract Award - Contract Value between £10,000 & Threshold: Creditsafe ratings

When completing the financial due diligence pre-contract award, the following ratings information will be applied.

- ▶ Credit Score
- ▶ Status.

Credit Score

A supplier with a rating above 29, will be accepted.

A High Risk, and Very High-Risk rating will require further detailed due diligence assessment which may include:

- ▶ Parent company accounts (if applicable)
- ▶ Deeds of guarantee
- ▶ Bankers' statements and references
- ▶ Accountants' references
- ▶ Financial projections, including cash flow forecasts
- ▶ Details and evidence of previous contracts, including contract values
- ▶ Capital availability
- ▶ Clarifications with the bidder on ratings.

Please refer to the Government Commercial Function ['Assessing and Monitoring the Economic and Financial Standing of Bidders and Suppliers'](#) guidance notes for further information on the bullets above.

New suppliers may not have this information available via a Creditsafe report. The Procurement Team will support in the process of completing a risk assessment of suppliers with a rating below 29 and suppliers who have no information on Creditsafe.

The Procurement Team will review the organisation's available information. If this includes year end accounts, then finance will perform liquidity ratio calculations to assess the organisations likelihood of being able to manage the contract successfully. Furthermore, the Procurement Team will also review the organisations auditor report to identify what is deemed, if any, to be key challenges to be faced over the next 12 months. If accounts are not available then the Procurement Team, with support from the Finance Team, will review cash flow projections and amongst other things, calculate the proportion of income the Council's contract represents to the organisation.

All assessments of potential suppliers/bidders should be proportionate, flexible and not overly risk averse and whatever their size and constitution, shall be treated equally and without discrimination during the assessment.

Status

A supplier must be active, as the legal entity bidding, before an award of contract is made. The legal status for new suppliers do not present on the Creditsafe system will be further clarified before proceeding. This may include a review of the Companies house web-check portal, clarifications with the supplier, or support from the Procurement Team.

Post contract award - Creditsafe ratings

There is a risk that a supplier may enter financial distress during the contract term, either gradually or suddenly. When a supplier is at risk this can have an impact on the contract performance or if a supplier becomes insolvent the service may cease completely.

Early indication of a supplier's financial position may help the Council deal with issues of underperformance or failure. This may include mitigations, worst case, such as terminating a contract and awarding to a different supplier.

Monitoring of contracts frequently should highlight any potential financial risks. Though this will include wider performance Key Performance Indicators (KPI), metrics, and milestones a credit score snapshot will add to identifying risk.

The frequency of reviewing a Creditsafe report will be generated monthly for all suppliers, the frequency can be adjusted in line with risks being identified. The report will highlight the latest risk score including historical risk score based on frequency.

A supplier with a rating above 29, Moderate Risk and Very Low Risk, will be deemed to be financially stable. A High Risk and Very High-Risk rating will require further due diligence assessment. The Procurement Team will support in the process of completing a risk assessment of suppliers with a rating below 29 and suppliers who have no information on Creditsafe.

The Procurement Team, with support from the Finance Team, will review new sets of accounts as they are available and re-perform the same calculations as in the pre-award stage. These will be compared to the pre-award calculations to determine any trend in the organisation's performance during the contract period.

APPENDIX II - DEFINITIONS

LEVEL OF ASSURANCE	DESIGN OF INTERNAL CONTROL FRAMEWORK		OPERATIONAL EFFECTIVENESS OF CONTROLS	
	FINDINGS FROM REVIEW	DESIGN OPINION	FINDINGS FROM REVIEW	EFFECTIVENESS OPINION
Substantial	Appropriate procedures and controls in place to mitigate the key risks.	There is a sound system of internal control designed to achieve system objectives.	No, or only minor, exceptions found in testing of the procedures and controls.	The controls that are in place are being consistently applied.
Moderate	In the main there are appropriate procedures and controls in place to mitigate the key risks reviewed albeit with some that are not fully effective.	Generally a sound system of internal control designed to achieve system objectives with some exceptions.	A small number of exceptions found in testing of the procedures and controls.	Evidence of non compliance with some controls, that may put some of the system objectives at risk.
Limited	A number of significant gaps identified in the procedures and controls in key areas. Where practical, efforts should be made to address in-year.	System of internal controls is weakened with system objectives at risk of not being achieved.	A number of reoccurring exceptions found in testing of the procedures and controls. Where practical, efforts should be made to address in-year.	Non-compliance with key procedures and controls places the system objectives at risk.
No	For all risk areas there are significant gaps in the procedures and controls. Failure to address in-year affects the quality of the organisation's overall internal control framework.	Poor system of internal control.	Due to absence of effective controls and procedures, no reliance can be placed on their operation. Failure to address in-year affects the quality of the organisation's overall internal control framework.	Non compliance and/or compliance with inadequate controls.

RECOMMENDATION SIGNIFICANCE	
High	A weakness where there is substantial risk of loss, fraud, impropriety, poor value for money, or failure to achieve organisational objectives. Such risk could lead to an adverse impact on the business. Remedial action must be taken urgently.
Medium	A weakness in control which, although not fundamental, relates to shortcomings which expose individual business systems to a less immediate level of threatening risk or poor value for money. Such a risk could impact on operational objectives and should be of concern to senior management and requires prompt specific action.
Low	Areas that individually have no significant impact, but where management would benefit from improved controls and/or have the opportunity to achieve greater effectiveness and/or efficiency.

APPENDIX III - TERMS OF REFERENCE



KEY RISKS

Based upon the risk assessment undertaken during the development of the internal audit operational plan, through discussions with management, and our collective audit knowledge and understanding the potential key risks associated with the area under review are:

Procurement

- ▶ The Council's Contract and Procurement Procedure Rules, Procurement Strategy and policies do not provide clarity on the procurement requirements or make reference to the new Procurement Regulations
- ▶ Appropriate procurement processes are not adhered to (clear thresholds; clear roles and responsibilities of the Procurement team and contract managers; publishing notices on Find a Tender; adherence to procurement regulations) across the Council leading to supplier's being appointed without the Council being able to demonstrate value for money
- ▶ Due diligence is not performed on suppliers and full supplier details, as specified in the Procurement Act 2023, are not recorded in the Council's procurement system
- ▶ Supplier spend and contracts are not monitored resulting in spend being aggregated to circumnavigate the procurement thresholds
- ▶ Adequate governance arrangements are not in place to identify the amended requirements of the new Act and implement these ahead of the go live date, resulting in the Council being non-compliant.

Contract Management

- ▶ Signed contracts are not retained in a centralised database, do not have clear contract owners and expiry dates are not monitored and managed effectively leading to reactive rather than proactive negotiations with suppliers
- ▶ Contract managers do not hold contract management meetings with suppliers or monitor contractor's performance, leading to inadequate service delivery not being identified and addressed
- ▶ Contracts do not include break clauses or penalties for poor supplier performance and/or the Council does not escalate and resolve repeated poor performance
- ▶ There is inadequate internal reporting of supplier performance for service critical or high value contracts leading the Senior Management team being unaware of potential issues to key services.



SCOPE & APPROACH

The following areas will be covered as part of this review:

Procurement

- ▶ The Financial Regulations, Procurement Strategy and policies to assess whether these provide clarity on the Council's procurement requirements and comply with regulatory requirements
- ▶ Processes for assessing annual supplier spend to ascertain whether the Council have appropriate controls in place to detect aggregated spend to avoid procurement requirements
- ▶ A sample of suppliers at different levels of spend to assess whether appropriate procurement processes have been followed. Specifically, we will assess whether:

- Quotes or tenders have been received and evaluated in accordance with the Contract and Procurement Procedure Rules
 - Multiple suppliers have been evaluated and evidence of the supplier evaluation has been documented with sufficient rationale for the selection of the successful supplier
 - Contract notices and award notices have been published on Contracts Finder or the Find a Tender Service, as appropriate
 - Financial and reputational due diligence has been conducted on suppliers before entering into legal agreements.
- ▶ Preparedness for the implementation of the new Act to assess whether adequate governance and operational preparations have been undertaken to ensure the Council are compliant. This may include review action plans, minutes of workshops, etc.

Contract Management

- ▶ Ascertain whether contracts are recorded on a central contract register and the accuracy and completeness of this. Also, assess whether the Council monitor the procurement pipeline to identify when contracts are due to end so that sufficient time is available for a procurement process to take place or quotes to be obtained from multiple suppliers.
- ▶ For the same contracts as those tested in the procurement sample, we will assess whether:
- Contracts have been signed by both parties and have been retained
 - Contracts have break clauses or penalty clauses for poor performance
 - Contract management procedures are in place to monitor the performance of the suppliers and resolve or escalate issues for underperformance
 - Actions agreed with contractors in contract management meetings are recorded and followed up to support effective service delivery and improvement over the duration of the contract.
- ▶ Internal reporting to the Senior Leadership team for service critical or high value contracts to ascertain whether there is adequate senior oversight of performance of key contractors.

The scope of the review is limited to the areas documented under the scope and approach. All other areas are considered outside of the scope of this review. However, Internal Audit will bring to the attention of management any points relating to other areas that come to their attention during the course of the audit.

We assume for the purposes of estimating the number of days of audit work that there is one control environment, and that we will be providing assurance over controls in this environment. If this is not the case, our estimate of audit days may not be accurate.

In delivering this review BDO may need to observe and test confidential or personal identifiable data to ascertain the effective operation of controls in place. The organisation shall only provide the Shared Personal Data to BDO using secure methods as agreed between the parties. BDO will utilise the data in line with the Data Protection Act 2018 (DPA 2018), and the UK General Data Protection Regulation (UK GDPR) and shall only share Personal Data on an anonymised basis and only where necessary.

FOR MORE INFORMATION:

Gurpreet Dulay

Gurpreet.Dulay@bdo.co.uk

The matters raised in this report are only those which came to our attention during the course of our audit and are not necessarily a comprehensive statement of all the weaknesses that exist or all improvements that might be made. The report has been prepared solely for the management of the organisation and should not be quoted in whole or in part without our prior written consent. BDO LLP neither owes nor accepts any duty to any third party whether in contract or in tort and shall not be liable, in respect of any loss, damage or expense which is caused by their reliance on this report.

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Report to Overview and Scrutiny Committee

Subject: Corporate Risk Management Review Quarter 3 2024/25

Date: 21 July 2025

Author: Chief Finance and Section 151 Officer

1. Purpose of the Report

To update members of the Overview and Scrutiny Committee 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.

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 it's 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.

Assessment of Corporate risks is now much more closely aligned with departmental risk levels as Ideagen provides a more effective way to track risk and mitigation actions.

The s.151 and Monitoring Officer have met as part of the Corporate Risk Board to review risk levels for quarter 3 and identify any gaps in risk reporting. As part of the risk management framework, further action is required to ensure that project risks are included on Ideagen and not held separately on individual risk templates. Further awareness of service risk and how these feeds into the corporate register will be provided to senior managers and risk owners as part of the Corporate Risk Board's ongoing work.

The risk framework 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.

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. This is the second quarterly report to the Committee using the new risk reporting system. In quarter 3 there has been an increase in risk level across two corporate risks as identified in the risk scorecard.

There has been an increase in risk 2 – Capacity for service delivery, this is following a review of capacity in ICT which has revealed a shortage in capacity, particularly following the departure of one team member. Given the significance of the ICT team in supporting the Council's service delivery this has caused the overall corporate risk level to raise from 6 – 12. The risk has become more likely as a thorough assessment of work to be undertaken in ICT has been completed identifying gaps in capacity versus service delivery. The impacts of insufficient resource in this area could have serious consequences for the Council's service delivery. Mitigatory actions have been put in place to address this with a review of structure undertaken early 2025 and the recruitment of additional staff.

The second risk increase relates to risk 9 ICT – Technology. This is also linked to capacity pressures in ICT. This risk level has increased from 6-9. Again mitigatory actions have been put in place to ensure appropriate structure review and recruitment can be undertaken.

No risks have reduced in level and none have decreased.

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 December 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.

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 3, period ending 31 December 2024

Appendix 2 - Risk Management Scoring Matrix


Appendix 3 – Risk Definitions

Statutory Officer Approval

Approved by: Chief Financial Officer
Date: 10 March 2025



Approved by: Monitoring Officer
Date: 10 March 2025



Appendix 1. Corporate Risk Register Q3 2024/25

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q3 Review
CR001	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>Set budget for 2025/26 and the next medium-term plan (Completed – Feb 25).</p> <p>Agree a set of new efficiencies for delivery (Completed – Feb 25).</p> <p>Progress individual service budget reviews and zero-based budgeting, Waste competed PASC to be carried out in 2025–26.</p>	<p>Cabinet away day held in December further efficiencies agreed for 2025/26 Budget, risk will not reduce until all efficiencies needed have been identified and approved.</p> <p>Local Government settlement announced and included in the budget, although lower than expected we had budgeted in the MTFP prudently, so the impact was mitigated to some extent.</p> <p>Overspends in Environment still being monitored, waste staffing has been addressed. PASC reviews will follow.</p>

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q3 Review
CR002	Capacity Service Delivery	9	4	12	↑	Mike Hill	<p>This is about ensuring that sufficient capacity is available to deliver services which meet statutory obligations, Council objectives etc and public expectation.</p>	<p>Succession planning audit to be completed, critical staff identified (Jun25)</p> <p>New recruitment & retention audit (Jun 25)</p> <p>Review recruitment policy/ procedures (Jun 25)</p> <p>Monitor impact of workforce capacity on Gedling Plan (Apr 25)</p> <p>Complete review of ICT structure to address capacity issues (Feb 25)</p> <p>Undertake recruitment exercise in waste services to address capacity issues and reduce agency spend. (Jan 25)</p>	ICT – capacity issues have been identified, which have increased the departmental risk, this has impacted the Corporate Risk level combined with staffing shortages in waste services, causing overheating of agency budgets and impacting on the wellbeing of staff and service delivery.
CR003	Health & Safety at Work	12	3	9	▬	Francesca Whyley	This refers to Occupational Health & Safety.	All managers to develop risk assessments on new system (Jan 25)	No change to overall risk level, some H&S issues were identified in the



Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q3 Review
								<p>Complete internal inspection of service areas and identify risks in relation to equipment/ safe systems at work (Jan 25).</p> <p>Complete a structure review of ICT services to ensure capacity and avoid any potential breach of working time directive. (Feb 25)</p>	Depot in relation to the workshop and lighting, mitigatory action has been taken in the quarter to rectify. Overall Risk Assessment work is being carried out.
004	Environmental	12	4	9	■	Francesca Whyley	<p>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.</p>	<p>BIA review and rationalisation (due to restructures) will require a further review. Once all restructures have been completed. (Jan 25)</p> <p>Emergency Plan review (June 2025)</p> <p>Review Emergency Plan. (Mar 25)</p> <p>Review position with LRF arrangements (Mar 25).</p>	No change to risk level in quarter three, Emergency Plan review put back to ensure business continuity plan work is finalised in quarter 4. Emergency Plan review June 2025.


Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q3 Review
CR005	Contractual Partnerships	12	4	9		Francesca 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.	<p>Revise implement new procurement process. (Mar 25)</p> <p>Produce new procurement strategy aligning the new procurement act. (Feb 25)</p> <p>Continue to develop the contracts register (Mar 25)</p>	Procurement Act training was delivered to all officers and amended procurement procedure rules were agreed by Council in January. Procurement Manager post was advertised. We also advertised the opportunity for a shared service provider for procurement services
CR006	Reputation	12	4	2		Mike Hill	This relates to public perception / expectation and the impact of media attention.	<p>Assess the adequacy of DBS checks across the leisure & Housing teams. (Jan 25).</p> <p>Implement project plan for delivery of trade waste service with effective communication to customers to reflect changes in legislation and ensure service has smooth transition. (Jan 25)</p> <p>Ensure active engagement in Local Government Re-</p>	Effective controls on Local Government Reorganisation in a current working group to mitigate any risks associated with reputation.

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q3 Review
								organisation and effective comms plan (Jan 25)	
CR007	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.	<p>Asset management strategy needed. (Mar 25)</p> <p>Procure and asset management system (Dec 25)</p> <p>Review temporary accommodation for suitability and establish maintenance programme. (Mar 25)</p> <p>Maintenance and compliance schedules to be combined across Leisure, properties and Housing. (Jan 25)</p> <p>Progress demolition of large garage to support depot improvements. (Jan 25)</p>	On going issues with Carlton Forum drainage. Need to progress demolition of the large garage in the Depot. Risk remains high
CR008	Legislative	12	4	6		Francesca Whyley	This refers to changes to and breaches of current law leading to additional	Project Plan to be developed for waste changes (Jan 25)	Trade Waste Expansion project plan was agreed,

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Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q3 Review
							workloads, fines, intervention by regulatory bodies etc.	<p>Changes to Trade Waste Regime to include food waste and recycling (Mar 25)</p> <p>Ensure readiness for Procurement Act implementation, adoption of new procurement rules (FEB 25)</p> <p>Review staffing needs to deliver on waste changes (Jan 25)</p>	<p>including additional project resource. Staff Briefing on Depot Modernisation and changes to trade waste was undertaken. Ordered a food refuse truck. Advertised and agreed for additional waste operation staff, to prepare for changes in legislation. Delivered Procurement training for changes in the procurement Act.</p>
CR009	ICT Technology	12	4	9	↑	Kate Lindley; Francesca Whyley	<p>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.</p>	<p>Review cyber security risk register (Jan 25)</p> <p>Review staffing requirements within ICT including succession planning (Feb 25)</p> <p>Review ICT policies (Mar 25)</p>	<p>Risk level has increased due to shortage of Capacity identified in ICT team. Supplier issues with Migration to the Cloud for Core Financial System have been resolved but need to be monitored.</p>

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q3 Review
CR010	Projects	12	4	6		Mike Avery; Kate Lindley; Francesca Whyley	This relates to the effective management of projects to achieve delivery that is on time, to budget and that meet the needs of the organisation.	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).	No Change in risk levels. Work ongoing to resolve Governance arrangements and reporting on projects.
CR011	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.	Review and update Anti-Fraud Strategy - (March 2025) Compile a Fraud Action Plan (March 2025) Monitors take up of training (Mar 2025) Fraud	Risk level remain the same until actions are completed in quarter 4.

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q3 Review
Page 59								<p>Communication on Staff Intranet – every 3 months Review, revise and publicise Fraud Response Plan (March 2025)</p> <p>In Person training to be undertaken for staff who don't have access to a computer (March 2025)</p> <p>Forensic review of other ICT systems including Civica (March 2025)</p> <p>User Access review and centralisation (July 2025)</p>	
	CR012	Service Standards Performance Management	9	4	4		Francesca Whyley	<p>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.</p> <p>Establish appropriate corporate groups to monitor performance (budget and performance) (Feb 25)</p> <p>New approach to service planning to be agreed and plans developed for 25/26 (Mar 25)</p>	Risk Remains the same until actions are completed in quarter 4.

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q3 Review
								<p>Create effective KPIs for performance management in 25/26 (MAR 25)</p> <p>Create centralised training needs analysis and plan (Apr 25)</p> <p>Develop ICT skills training for depot staff in preparedness for Whitespace system implementation (Mar 25)</p>	
CR013	Information Data	12	4	9	■	Kate Lindley; Francesca Whyley	<p>Security – this relates to physical and IT security on site and in-transit or inappropriate disclosure of information.</p>	<p>Refresh GDPR training (Mar 25)</p> <p>Create Register of Processing Activity in line with audit recommendations (Apr 25)</p> <p>Review of Identification and Verification processes across the Council, standard process to be agreed (Jan 25)</p>	An identification and verification process has been developed. No change to risk level with actions to be completed in quarter 4.

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q3 Review
								<div>Review Retention policies (Mar 25)</div> <div>Review DPIA processes and raise awareness (Mar 25)</div>	

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

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

IMPACT

Score	Description	Indicative Guidelines
4	Major Consequences	<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"> Catastrophic loss, delay, or interruption to services Level of financial loss, additional costs, or loss of assets which the Council is unable

		<p>to resource without additional Government/External support.</p> <ul style="list-style-type: none"> • One off event which would de-stabilise the Council over several years. • The risk will cause the objective not to be reached, causing damage to the organisation's reputation. • Will attract medium to long-term attention of legislative or regulatory bodies. • Major complaints • Significant adverse media interest • Death or life-threatening injury
3	Serious Consequences	<p>The consequences are sufficiently serious to require attention by Cabinet and/or full Council:</p> <ul style="list-style-type: none"> • Loss of key assets or services for an extended time period. • Longer term impact on operational efficiency or performance of the Council or crucial service areas • 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 & policy framework. • The risk would destabilise the Council in the short term. • The intended objectives are unlikely to be met leading to negative impact on the Council's reputation and a significant number of complaints. • Will lead to attention for regulators and External Auditors for a significant time. • Major accident/injuries (but not life-threatening)
2	Moderate/ Disruptive	<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"> • Significant loss, delay, or interruption to a service. • Medium term impact on operational efficiency or performance • Financial loss, additional costs or loss of assets that is within the Council's budget & policy framework but needs a Statutory Officer decision, Leadership Team

		<p>decision, Cabinet decision or needs to be drawn to Cabinet's attention.</p> <ul style="list-style-type: none"> • The risk will cause some elements of the objective to be delayed or not achieved, causing potential damage to the organisation's reputation. • May attract medium to short term attention of legislative or regulatory bodies. • Significant complaints • Serious accident / injury (but not life threatening)
1	Minor/Non-Disruptive	<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"> • Minor loss, delay, or interruption to services • Short term impact on operational efficiency or performance • Negligible financial loss • The risk will not substantively impede the achievement of the objective, causing minimal damage to the organisation's reputation. • No or minimal external interest. • Isolated complaints • Minor accident / injury

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Report to Overview and Scrutiny Committee

Subject: Corporate Risk Management Review Quarter 4 2024/25

Date: 21 July 2025

Author: Chief Finance and Section 151 Officer

1. Purpose of the Report

To update members of the Overview and Scrutiny Committee 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.

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

As part of risk review, where departmental risks increase to red this is likely to impact on the overall corporate risk linked to that departmental risk.

The risk framework 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.

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. All risks are now monitored through the Council's Corporate Risk Board which meets every other month. Any significant risk changes raised through the board and flagged in departmental registers are then highlighted to Senior Leadership Team to determine any mitigatory actions.

In quarter 3 there has been a decrease in risk level across two corporate risks as identified in the risk scorecard.

There has been a decrease in risk 2 – Capacity for service delivery, 12 – 9 which has reduced the risk from red to amber. The risk has reduced as a review of staffing need in the service resulted in successful recruitment to a number of new or vacant posts.

The second risk decrease relates to risk 9 ICT – Technology. This is also linked to capacity pressures in ICT which have reduced. This risk level has decreased from 9 – 6 so remains amber but the likelihood has reduced..

No risks have increased in level in this quarter.

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 March 2025 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.

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 4, period ending 31 March 2025

Appendix 2 - Risk Management Scoring Matrix


Appendix 3 – Risk Definitions

Statutory Officer Approval


Approved by: Chief Financial Officer
Date: 16 June 2025

Approved by: Monitoring Officer
Date: 16 June 2025



Q4 2024/25 Corporate Risks report


Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q4 Review
CR001	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.	Set budget for 2025/26 and the next medium- term plan (FEB 24) Completed. Agree a set of new efficiencies for delivery (FEB 24). completed Progress individual service budget reviews and zero-based budgeting, Waste competed PASC to be carried out in 2025-26. To be completed 2025/26	The outturn position for 2024/25 was a balanced budget position, however there were still some significant overspends relating to environment staffing and agency budgets. These will be closely managed in 2025/26 as part of the Budget & Performance Board. The overall risk remains high as the medium-term financial plan is still predicated on a significant amount of efficiencies that are not yet fully identified. SLT will be meeting with portfolio holders early in 2025/26 to identify and agree further efficiencies.

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q4 Review
CR002	Capacity Service Delivery	9	4	9	↓	Mike Hill; Francesca Whyley	This is about ensuring that sufficient capacity is available to deliver services which meet statutory obligations, Council objectives etc and public expectation.	<p>Review of Performance Development review process and roll out of new process (June2025)</p> <p>Review of employee policies including absence management, harassment (July 2025)</p> <p>Review of Learning and development needs across the organisation and review of policy (August 2025)</p>	<p>There has been a restructure of ICT completed and a successful recruitment campaign in quarter 4. Waste have also recruited additional drivers and loaders.</p> <p>The Annual Delivery Plan has been completed focusing actions for the next year in line with capacity to ensure capacity for delivery on key priorities.</p> <p>A review of staffing policies has commenced, succession planning and recruitment and retention is part of the workforce strategy which is being update as part of wider policy change review (actions identified). Whilst not affecting the overall risk level for capacity as yet, there is potentially an emerging risk in relation to</p>


Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q4 Review
									recruitment and retention in light of proposals for Local Government Reform.
CR003	Health & Safety At Work	12	3	9		Francesca Whyley	This refers to Occupational Health & Safety.	<p>Assessment needs to be amended to reflect new management roles the risk assessments reviewed by all (June 2025)</p> <p>Support the roll out of new equipment in waste Services by advising on risk assessments and safe systems of work. (June 2025)</p>	<p>ICT have recruited as such reduced risk around Working Time Directive breach.</p> <p>A programme of internal inspections have been undertaken. managers have been produced with actions for improvement and completion is monitored through the Corporate Risk board.</p> <p>Capacity in the Health and Safety team has been reduced in quarter 4 so risk level has not reduced despite changes to ICT team.</p> <p>No significant health and safety issues reported in quarter 4.</p> <p>Training continues to be delivered to new drivers and loaders at the depot.</p>

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Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q4 Review
CR004	Environmental	12	4	9		Francesca 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 review to commence June 2025 Review position with LRF and County Council arrangements (June 25). Review of Carbon management Actions (July 2025) Review of Flood response within Parks (August 2025)	Capacity in Emergency Planning has been reduced corporately in quarter 4 but has now improved. Agreed changes to the structure in Parks to be implemented in the next month.
CR005	Contractual Partnerships	12	4	9		Francesca 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.	Deliver contract management training for officers (Sept 2025) Enhancement of due diligence checks with support from Orbis (July 2025)	Significant work completed in this quarter: Contract register updated onto new system and published New procurement partner identified to commence in March 2025 Contracts and Procurement Manager appointed to commence in April 2025.


Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q4 Review
									New Procurement Strategy Adopted March 2025 The implementation of these measures should see a reduction in risk level in the next quarter if the new procurement partnership is effective.
CR006	Reputation	12	4	2		Mike Hill; Francesca Whyley	This relates to public perception / expectation and the impact of media attention.	Ensure active engagement in Local Government Re-organisation and effective comms plan (ongoing) Review Communications Plan for both internal and external communications (July 2025)	Review of DBS checks across the organisation and at Councillor level has been completed with a new policy adopted by members in June 2025 and a new policy drafted for staff to be consulted on in the next quarter. Trade Waste communications plan for the new trade waste service was launched, performance of the service will be monitored through Budget and Performance Board. Submission of Interim proposals on Local


Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q4 Review
									Government Reform to Government in March. No change in risk level at this stage but may be changes in the next year depending on outcomes of submission.
CR007	Infrastructure Assets	16	4	12		Mike Hill; Francesca Whyley	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.	<p>Asset management strategy to be completed. (SEP 25)</p> <p>Procure and asset management system (DEC 25)</p> <p>Review temporary accommodation for suitability and establish maintenance programme. (AUG 25)</p> <p>Maintenance and compliance schedules to be combined across Leisure, properties and Housing. (AUG 25)</p> <p>Progress demolition of large garage to</p>	<p>A central asset list has been developed to start the strategy writing process, but a completed strategy will not be done until later in the year. Condition surveys of Temporary Accommodation are being procured, and the results will feed into the maintenance policy which is being drafted. The demolition of the large shed at the depot has been out to procurement with works due to be undertaken in the next quarter. Need to continue to liaise with County Council as initial works to resolve</p>


Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q4 Review
								support depot improvements. (JUN 25) Further engagement with County on drainage issues (ongoing)	drainage issues at Carlton Forum have not reduced the risk as much as anticipated. Further works likely.
CR008	Legislative	12	4	6		Francesca Whyley	This refers to changes to and breaches of current law leading to additional workloads, fines, intervention by regulatory bodies etc.	Project Plan to be developed for future waste changes for simpler recycling March 2026 and Food Waste October 2027 (JAN 25)	Staffing review in waste completed and additional posts recruited to. Wider structure changes at the Depot have been made to improve the level of operational management across waste, fleet and parks and street care. Trade waste changes implemented, and project closed down, ongoing performance to be tracked through Budget and performance board. Work undertaken in readiness for Procurement Act introduction with new rules adopted in January


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Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q4 Review
									<p>2025 and significant work undertaken to train officers on the new legislation.</p> <p>Risk has reduced slightly but horizon scanning has identified emerging risks next quarter in relation to the introduction of Martyn's Law and potential changes to Equality Commissions guidance on the provision of facilities and Local Government Reorganisation, so risk level held.</p>
CR009	ICT Technology	12	4	6	↓	Kate Lindley; Francesca 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.	<p>Review cyber security risk register (JUL 25)</p> <p>Review ICT policies (AUG 25)</p>	<p>There has been a re-structure and successful recruitment drive within ICT which has lowered the overall risk around capacity and by extension ICT support.</p> <p>Work is ongoing on cyber-security with an update to be provided to Committee in the next quarter.</p>

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q4 Review
									A huge amount of work is underway across ICT and Transformation to support implementation of a new Customer relationship management System and waste and Parks System.
CR010	Projects	12	4	6		Mike Avery; Kate Lindley; Francesca Whyley	This relates to the effective management of projects to achieve delivery that is on time, to budget and that meet the needs of the organisation.	<p>Review of project management templates and documentation to incorporate risk framework. (JUN 25)</p> <p>Establishment of corporate reporting mechanism for major contracts through making meetings matter project (JUN 25)</p> <p>Development of dashboard data to track project performance as part of status updates. (OCT 25)</p>	<p>Financial regulations Training delivered to officers.</p> <p>Connected Council Board stood up to have oversight of the status of projects and work programmes and agree any new projects.</p> <p>Regular meetings with Cabinet set up to track progress on projects and work programmes.</p> <p>Further work needed to align project risks with corporate risks.</p> <p>No significant risks to projects in quarter 4.</p>

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q4 Review
CR011	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.	<p>Renew Anti-Fraud Strategy – (March 2025) – slipped to July 25 to correspond with the Internal audit</p> <p>Compile a Fraud Action Plan – (March 2025)</p> <p>Monitor take up of training – (Jan 2025)</p> <p>Fraud Communication on Staff Intranet – every 3 months</p> <p>Review, revise and publicise Fraud Response Plan – (March 2025)</p> <p>In Person training to be undertaken for staff who don't have access to a computer – (March 2025)</p> <p>Forensic review of other ICT systems</p>	<p>No New instances of Fraud or misconduct have occurred in quarter 4. No whistleblowing instances in quarter 4 related to potentially fraudulent activity.</p> <p>The 21/22, 22/23 & 23/24 accounts have all been signed off by the External Auditors a disclaimed opinion has been given both due to the recent fraud and the audit. backstop. arrangements.</p> <p>The fraud strategy will be updated in 2025/6 to coincide with the internal audit which will result in a new revised fraud action plan.</p> <p>The number of people who have completed the online training is 327 users out of 360 FTE's. Fraud</p>

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q4 Review
								including Civica – (March 2025) User Access review and centralisation (July 2025) – on target	training communication will be rolled out again in June, September and December 2025 to remind those who need to renew their training in 2025/26. Manual training to staff without PCs will be rolled out in the summer of 2025.
012	Service Standards Performance Management	9	4	4		Francesca Whyley	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	Programme of equality/Diversity and Inclusion training to be developed for frontline staff, managers and Councillors – December 2025 Review performance reports and presentation to align with delivery plan actions and budget (AUG 2025)	Significant work undertaken in quarter 4 Budget and Performance Board established and now running to monitor performance and budget and providing effective engagement with Assistant Directors and managers. The Annual Delivery Plan has been agreed for 2025/26 providing a change to service planning approach. A new set of strategic and operational key

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q4 Review
Page 81								Create centralised training needs analysis and plan (JUL 25) Review Employee/manager and Leader Standards (Jun 2025)	performance indicators have been collated through the Budget and performance board for approval for 2025/26. Staff in the depot have received training on new Whitespace system and wider digital skills, more to be delivered in quarter 1. Risk level remains the same but is within risk tolerance. Review of employee standards was commenced with amended standards agreed in May 2025.
	CR013	Information Data	12	4	9		Kate Lindley; Francesca Whyley	Security – this relates to physical and IT security on site and in-transit or inappropriate disclosure of information. Create Register of Processing Activity in line with audit recommendations (JUN 25)	New data Protection Training has been rolled out to staff. Training has been developed on DPIAs and

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q4 Review
								<p>Review of Identification and Verification processes across the Council, standard process to be agreed (JUN 25)</p> <p>Review Retention policies (JUL 25)</p> <p>Review DPIA processes and raise awareness (JUN 25)</p>	<p>will be rolled out early in quarter 1.</p> <p>ROPA is being developed but not yet finalised.</p> <p>Identification and Verification process to be progressed next quarter.</p>

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

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

IMPACT

Score	Description	Indicative Guidelines
4	Major Consequences	<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"> • Catastrophic loss, delay, or interruption to services • Level of financial loss, additional costs, or loss of assets which the Council is unable to resource without additional Government/External support.

		<ul style="list-style-type: none"> • One off event which would de-stabilise the Council over several years. • The risk will cause the objective not to be reached, causing damage to the organisation's reputation. • Will attract medium to long-term attention of legislative or regulatory bodies. • Major complaints • Significant adverse media interest • Death or life-threatening injury
3	Serious Consequences	<p>The consequences are sufficiently serious to require attention by Cabinet and/or full Council:</p> <ul style="list-style-type: none"> • Loss of key assets or services for an extended time period. • Longer term impact on operational efficiency or performance of the Council or crucial service areas • 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 & policy framework. • The risk would destabilise the Council in the short term. • The intended objectives are unlikely to be met leading to negative impact on the Council's reputation and a significant number of complaints. • Will lead to attention for regulators and External Auditors for a significant time. • Major accident/injuries (but not life-threatening)
2	Moderate/ Disruptive	<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"> • Significant loss, delay, or interruption to a service. • Medium term impact on operational efficiency or performance • Financial loss, additional costs or loss of assets that is within the Council's budget & policy framework but needs a Statutory Officer decision, Leadership Team decision, Cabinet decision or needs to be drawn to Cabinet's attention.

		<ul style="list-style-type: none"> • The risk will cause some elements of the objective to be delayed or not achieved, causing potential damage to the organisation's reputation. • May attract medium to short term attention of legislative or regulatory bodies. • Significant complaints • Serious accident / injury (but not life threatening)
1	Minor/Non-Disruptive	<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"> • Minor loss, delay, or interruption to services • Short term impact on operational efficiency or performance • Negligible financial loss • The risk will not substantively impede the achievement of the objective, causing minimal damage to the organisation's reputation. • No or minimal external interest. • Isolated complaints • Minor accident / injury



Report to Overview and Scrutiny Committee

Subject: Gedling Plan Quarter 4 and Year End Performance Report

Date: 21 July 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 2024/25 Gedling Plan at the end of quarter 4 and the year end.

Key Decision

This is not a key decision.

Recommendation

THAT:

The progress against Improvement Actions and Performance Indicators for quarter 4 and the full year of 2024/25 Gedling Plan be noted.

1 Background

- 1.1 The Council has made a commitment to closely align budget and performance management. This is in line with accepted good practice.
- 1.2 To deliver this commitment, systems to monitor performance against revenue and capital budgets, improvement activity and performance indicators have all been brought together and are now embedded in the way the Council works.
- 1.3 In addition, performance reports focus directly on the Council's priorities and offer an "early warning" system of instances where targets may not be secured.
- 1.4 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 that stage of the year, whilst actions must be on target against the "completed" or "in progress" milestones determined within the performance management system, Ideagen.

2 Proposal

2.1 It is proposed that Members note the current performance information for the Gedling Plan 2024/25 for quarter 4 and the year end as set out below.

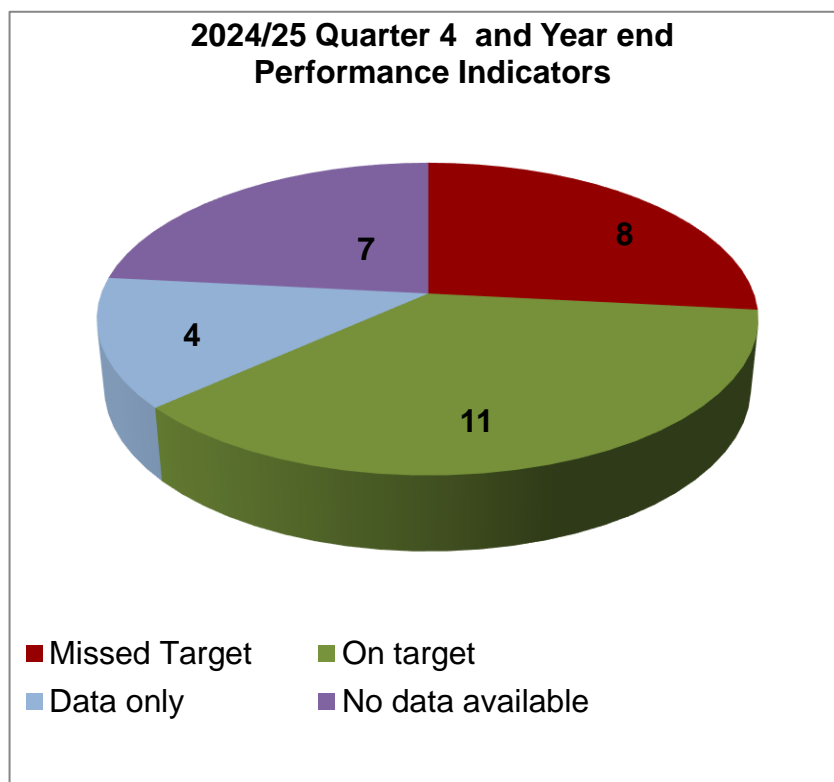
2.2 Actions

There are 96 actions included in the Gedling Plan 2023-27 which were due for completion in 2024/25. 56 actions were completed in 2024/25, 38 are overdue and 2 are still in progress.

2.3 Indicators

Quarter 4 and Year end Performance Indicators in 2024/25

There are 30 performance indicators which were monitored on a quarterly basis in 2024/25. 11 of the indicators either meeting or exceeding target, 8 were below target, 4 indicators are tracking only indicators and for 7 indicators data is not available.



2.4 Examples of particularly positive performance over the year include:

Performance Indicator	Q4 2024/25		2024/25	
	Value	Target	Value	Target
Number of visits to leisure centres	358,082	325,200	1,298,058	1,165,000
Current number of DNA members	5,005	4,500	5,005	4,500
Number of affordable homes delivered (gross)	23	19	105	75
Percentage of calls to the contact centre answered (or call back made) - 12 month rolling total	98.3%	94.0%	98.3%	94.0%
Percentage of invoices paid within 30 days	99.08%	99.00%	98.22%	99.00%
Percentage of Business Rates Collected	98.43%	98.90%	98.43%	98.90%
Percentage of food premisses scoring 4 or 5 in the national food hygiene rating scheme	95%	95%	95%	95%
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	16	13	51	50
Percentage of Major planning applications processed within 13 weeks	100.00 %	92.00%	100.00%	92.00%
Percentage of other planning applications processed within 8 weeks	87.95%	80.00%	89.17%	80.00%
Number of long term (over 6 months) empty homes in the Borough returned to use as a result of Gedling	15	17	98	70

Borough Council intervention				
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2.5 The following performance indicators missed their target at the end of the year.

Performance Indicator	Q4 2024/25		2024/25	
	Value	Target	Value	Target
Number of attendances - Bonington Theatre	14,936	15,602	47,328	48,000
<p>Though cinema screenings and admits fell short of targets at the Bonington, some of this can be attributed to a shortage of available staff during the entirety of 2024 and through into 2025, which led to a programme that reflected the theatre's capabilities. Importantly, the anticipated recovery for the cinema industry has been held back by the lack of blockbuster movies. The Bonington responded to this during 2024/5 by increasing the number of screenings of event cinema. However, overall, there were 50 less screenings and 1250 lower attendances for screenings. Developing the programme throughout the year (including the summer) will be a key point of emphasis going forward</p>				
Average time to process new Housing Benefit claims (in calendar days)	7.7 days	5 days	7.7 days	5 days
<p>Current resource challenges following the loss of a team leader and one administrative team member are contributing factors. Resourcing is being considered to address the challenges due to resource constraints.</p>				
Working Days Lost Due to Sickness Absence (rolling 12-month total)	10.10 days	9.00 days	10.10 days	9.00 days
<p>The outturn as of March 2025 is 10.10 days and is slightly over our target of 9 days. We have achieved the target in year. The increase is due to handling a number of complex absence cases within Waste, where fitness to return to work has posed issues in an early return. Specific health conditions do deter staff from returning to their roles from a Health and Safety/risk perspective. Finding suitable alternative work elsewhere in the Council is not always available. Going forwards the Sickness Absence Management Policy is being updated and all managers trained in handling absences in a timely manner across the Council.</p>				
Net additional homes provided	80	116	462	465
<p>There were very low completions in Jan and Feb, compared to average. Also, lot of historic losses were logged in Feb bringing the net total even lower.</p>				

Percentage of Minor planning applications processed within 8 weeks	84.62%	86.00%	86.41%	86.00%
The target has been narrowly missed due to Officers seeking to determine long-standing, complex cases within the quarter, resulting in 4 applications of 26 being determined out of time. The cumulative percentage of determining applications in time for the year is 86.4%, exceeding the National Target of 70%.				
Average time to process Housing Benefit change in circumstances (in calendar days)	7.7 days	5 days	7.7 days	5 days
Current resource challenges following the loss of a team leader and one administrative team member are contributing factors. Resourcing is being considered to address the challenges due to resource constraints.				
Percentage of Council Tax collected	97.49%	98.50%	97.49%	98.50%
<p>Collection rate is down 1.01% at 97.49% against a target of 98.50%.</p> <p>Cost of living issues are still impacting residents with food, energy and housing costs increasing significantly over the past year. This is evident in the sustained number of DHP and CTRS hardship applications received in this year.</p> <p>There is a continuation of legacy benefit customers converting to universal credit with more customers now required to make council tax payments where they did not have bills to pay previously. Over 1000 CTRS customers have outstanding 2024/25 council tax balances as of 31st March 2025. This is an increase of around 280 cases and £55k compared to the same point last year.</p>				
Average number of Swim School Members	4,132	4,200	4,132	4,200
The number of customers on the learn to swim scheme fluctuates throughout the year and whilst the end of year target was missed there were 6 months during the year where the number of members on the scheme surpassed 4,200. The attrition levels on the swim scheme have improved in 24/25 (attrition measures cancellation rates each month) and this means customers are staying longer which in turn meant the swim scheme over delivered against the annual income target. In addition to this the sites have also continued to focus on delivering disability lessons which by their nature have lower class sizes and need more resource to run.				

2.6 Compliments and Complaints

The compliments and complaints for 2024/25 show the following:

- In 2024/25 the council received 285 compliments, which is about 54% more compliments received than in the previous year.
- 528 complaints were received in 2024/25, which is 30% higher rate of complaints received than in the previous year.
- 75% of the complaints received in 2024/25 were processed in time, which is 17% lower rate of complaints processed in time than in the previous year.
- 208 MP letters were received in 2024/25, which is 28% more MP letters than in the previous year.
- 56% of the total number of complaints that the council received, related to Waste Services
- 40% of all complaints received in 2024/25 were classified as justified.

3 Alternative Options

- 3.1 Not to present an update on quarterly performance, in which case the Members will not be aware of performance against the current 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 – Gedling Plan Quarter 4 and Year end 2024/25 Performance Indicator Report

Appendix B – Gedling Plan Quarter 4 and Year end 2024/25 Actions Report

9 Background Papers

- 9.1 None identified.

10 Reasons for Recommendations

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

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Quarter 4 and Year End 2024/25 Action Report





Status	
Overdue	38
In Progress	2
Completed	56

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><div>100%</div></div>	<p>Partnership network at hubs is established and functioning well. Regular hub partner meetings taking place weekly.</p> <p>Quarterly meetings with all building partners (police, DWP) alongside estates taking place on a quarterly basis.</p> <p>Wider partnership network meetings are established and run by communities</p>



Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
COMM11.02 Establish and deliver an annual calendar of Stakeholder Group meetings	Communities, Leisure and wellbeing	Communities and Place		31-Mar-2025	<div><div>100%</div></div>	with representation and feedback to customer services.
						Stakeholder Partnerships
						<p>The Gedling Seniors Council met on Friday 12th April (AGM) and 14th June respectively to agree this year's theme of Staying Active (April), and of Staying Active Socially (June). 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.</p> <p>Gedling Parish Clerks meeting</p>

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						<p>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 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.</p> <p>Gedling Community Hubs and Partners meeting</p>




Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						<p>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 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>
COMM11.03 Deliver a communications plan to stakeholder groups, including community, parish	Communities, Leisure and wellbeing	Communities and Place		31-Mar-2025		<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</p>



Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
council, commissioned partners, Gedling Seniors and Youth Councils.						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 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	<div>100%</div>	

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
COMM12.01 Deliver the Gedling Employability Programme to schools across the Borough	Housing, growth and regeneration	Sustainable Growth and Economy	✓	31-Mar-2025	<div><div>100%</div></div>	<p>Events have been carried out as per schedule including across a partnership of 6 schools.</p> <p>Relationships are being managed with key contacts such as careers leads within schools on a routine basis to ensure healthy, proactive engagement and knowledge sharing to promote opportunities.</p>
COMM12.02 Engage with the NCC Children and Families Service	Communities, Leisure and wellbeing	Life Chances and Vulnerability	✓	31-Mar-2025	<div><div>100%</div></div>	<p>Communities Team are working alongside partners preparing for the launch of the second Family Hub in Gedling (Arnbrook). This will take place in January 2025.</p> <p>Communities Team are supporting the Family Hubs to create a Gedling Children and Young People network; to support the role out and co-ordination of the Family Hub offer in the Borough.</p> <p>The Community Connector network meeting coordinated by the Council is providing an opportunity for local partners to share updates on their</p>

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						<p>current work programmes.</p> <p>Conversations focused on the future of the Carlton Community Connector role and the rise in scam/fraud cases in the local community.</p> <p>The Family Hubs have been promoted through the Council's Health and Wellbeing e-newsletter.</p> <p>Successful engagement by Gedling BC with the Countywide Family Hubs Partnership over the last two years has resulted in a Netherfield Family Hub pilot, growth and integration with other Children's Centres, i.e. Killisick, and the emergence of a Gedling Children and Families Hub Stakeholder Network comprising of Lead VCS organisations and commissioned partners delivering family support and activities in the Borough from January 2025 onwards.</p>
COMM12.03 Enable the Gedling Youth Council to scrutinise, advise upon and champion services to young	Communities, Leisure and wellbeing	Life Chances and Vulnerability		31-Mar-2025	 100%	A new Gedling Youth Council has been successfully inducted to the Council, already undertaking Scrutiny of Activities for Young People, Violence against Women and Girls, YP Leisure Facilities, Carlton Towns Programme

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
people and ensure ongoing promotion of initiatives and support offers for young people i.e. 'Nottalone' website.						and Ambition Arnold, YP Mental Health Support, Children and Families Services and Social Mobility.
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.	Communities, Leisure and wellbeing	Life Chances and Vulnerability	✓	31-Mar-2025	<div><div>100%</div></div>	Successful implementation of the Gedling Young People Mental Health Engagement and evaluation has been undertaken in 2024, with feedback given to partners, stakeholders and the Gedling Youth Council. Sustainability of the work is under discussion with the Police and Crime Commissioner and NCC Youth Service. This work has been funded and facilitated by the Council's Communities Team in collaboration with its partners.
COMM13.01 Support the Implementation of Integrated Neighbourhood Working in Arnold	Communities, Leisure and wellbeing	Life Chances and Vulnerability	✓	31-Mar-2025	<div><div>100%</div></div>	<u>Ambition Arnold</u> Engagement with the Arnold Local Design Team on the forthcoming consultation for Ambition Arnold planned for Q1 2024/25.

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><div>10%</div></div>	Digital upskilling of customers will be aligned with the roll out of the new customer facing systems which will be continued in the new year 25/26.
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><div>100%</div></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><div>100%</div></div>	<p>The Gedling Social Mobility Commission met on 04/12/24. The Commission considered the latest State of the Nation findings from the national Commission's work and the emerging policy context affecting Gedling including the East Midlands Combined Authority, Jobs and Business insight, progress with the UK Shared Prosperity Fund delivery and the Government's intentions for addressing child poverty.</p> <p>The Commission welcomed both a Youth Council representative and a local secondary headteacher to the meeting. Their input and insight and their differing perspectives on the</p>



Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						<p>issues affecting local young people added great value to the Commission's focus on its action plan delivery, particularly regarding the emotional health and wellbeing of young people and support for those with Special Educational Needs. Feedback on the local engagement with young people across the Borough in 2024 regarding their mental health was presented at the meeting and this evaluation will be shared across partners to consider how future services can be shaped to support their needs.</p> <p>The key action from December's meeting is to build the resources to understand data, insight and research of the Gedling community to inform best value work programmes and decision making. The Council is engaging with both Nottingham Trent University and the University of Nottingham to explore options for joint work in this area.</p>
COMM14.01 Delivery of the Leisure and	Communities, Leisure and wellbeing	Health and Wellbeing Lifestyles		31-Mar-2025	 86%	<u>Delivery of the UK Shared Prosperity Fund Sport Facilities Fund</u>



Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
Communities Strategy						<p>Calverton Miners Welfare have completed the construction of the 3G pitch and will be holding an official launch this summer. Conway Road tennis court renovation is also complete, once a court operator is appointed the courts will officially be open.</p> <p><u>Ambition Arnold Feasibility Planning</u></p> <p>RIBA Stage 2 Planning workshops on new leisure and theatre facilities have taken place during Q1 2025/26. Public consultation to commence on these from 26/05/25. Feasibility work to be finalised July 2025.</p> <p><u>Feasibility Work for a new Carlton Leisure and Community Wellbeing Centre</u></p> <p>The Council is working with the UK Leisure Framework to proceed with pre-construction feasibility planning for a new Carlton Leisure and Community Wellbeing Centre. Strategic review in</p>

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						<p>April 2025, consultation on outline proposals May-July 2025.</p> <p><u>Playing Pitch and Outdoor Sport Strategy Annual Review</u></p> <p>Agreed that the review is finalised once the Football Foundation's Gedling Local Football Facilities Plan (LFFP) has been adopted. This is an investment plan to direct funding into community football infrastructure. Scheduled completion of the LFFP review is by May 2025. Full review of the Playing Pitch and Outdoor Sport Strategy Action Plan now expected by September 2025</p> <p><u>Refresh of Strategic Outcomes Planning Model</u></p> <p>A review of operations across all leisure sites is being undertaken as part of the Leisure and Wellbeing Transformation programme. The Strategic Outcomes Planning Modelling will be reviewed in April 2025</p>




Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						<u>Stock Condition Review of Calverton Leisure Centre</u> This action remains ongoing. Engagement is taking place with NCC Estates and Redhill Academy Trust regarding joint use sites and a request for condition information has been requested.
COMM14.02 Undertake a strategic review and condition survey of council-owned community centres and pavilions.	Assets and facilities manager	Sustainable Growth and Economy	✓	31-Mar-2025	<div><div>100%</div></div>	Feeds into Asset Management work already done.
COMM14.03 Work with VCS, Health and others represented on the H&WB Coproduction Group to create optimum growth in services for and in communities and extend the reach of	Communities, Leisure and wellbeing	Health and Wellbeing Lifestyles	✓	31-Mar-2025	<div><div>100%</div></div>	<u>Gedling Health and Wellbeing Newsletter</u> The monthly Health and Wellbeing e-newsletter has covered the following topics over the last 3 months: World Mental Health Day, pre and post-natal fitness class, Stoptober, 6 short walks in Carlton, Nottalane, Family Hubs, Armed forces breakfast club, Winter Vaccinations, NHS Talking Therapies,


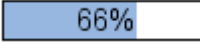

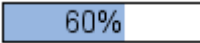
Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
Health and Wellbeing services and support promotion						<p>National Energy Action and Nottinghamshire Best Start for Life offer.</p> <p><u>The Gedling Guide</u></p> <p>The 2024 Gedling Guide was produced in November and hard copies have been shared through community networks to ensure they are available in the local community. The Guide has been produced by the Council and co-produced with local health and wellbeing partners and the local voluntary and community sector. The Council website has also been updated and the links to the support in Gedling page shared in the Health and Wellbeing e-newsletter.</p> <p><u>Addressing Health Inequalities in Local Neighbourhoods</u></p> <p>The Arnold Integrated Neighbourhood Working programme has seen a community engagement session around the building blocks of health take place in Arnold, where a range of community</p>

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						<p>partners came together to explore the building blocks in further detail. The Mental Health subgroup have been working on 3 health and wellbeing events that will take place in January (Arnold, Mapperley and Killisick).</p> <p><u>Driving Growth in Integrated Service Delivery Across Commissioned Partners</u></p> <p>The Council has been working in partnership with A Better Life (Public Health commissioned wellbeing service), the Carlton Community Connector and the School Games organiser for Gedling to identify and target primary schools in the Carlton area where high levels of obesity in reception/year 6 children are currently prevalent. Over the next 12 months A Better Life will deliver a 6-week programme around healthy eating in the schools.</p>
COMM14.04 Promote the uptake of active travel by encourage our own	Food, health and safety manager	Climate Change and Natural Habitat		31-Mar-2025		Promoted active travel, when possible, to do so in promotional material such as Fast Followers events that have been





Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
staff, local schools and businesses within our borough to consider travel by public transport, walking, cycling and car sharing.						held during the year. This has involved residents and local businesses.
COMM14.05 Promote active travel – reducing travel by diesel or petrol cars within the borough's boundaries	Housing, growth and regeneration	Climate Change and Natural Habitat		31-Mar-2025		An Active Travel draft has been drawn and is currently being reviewed by the Communities Team for progression and population. Update expected in the next quarter.






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	<div><div>90%</div></div>	The consultation and engagement strategy results are due to be returned early in 25/26 and will feed into how we engage with the public moving forward. Planning for the new systems (CRM/CMS) will utilise data and ongoing feedback with internal and external customers in its roll out to ensure services are developed that are accessible, simple to use and fit for purpose. This action will be continued in the new year 25/26.
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-Mar-2026	<div><div>60%</div></div>	Training on effective complaints handling is due to take place with the local government and social care ombudsman in July, the learning from this course will then feed into developing a course for roll out across the organisation in 25/26
COUN11.03 Improve customer experience at leisure centres through the	Communities, Leisure and wellbeing	Deputy Leader Resources and Performance		31-Mar-2025	<div><div>100%</div></div>	Having reviewed Gladstone's prospecting solution, the leisure team have decided to move away from Gymsales and utilise this functionality within the Gladstone system, so the

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
ongoing development of the Gladstone leisure management system						customer journey is smoother and integrated within the core system
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		Year 1 of the Digital Strategy has been incorporated into the Annual Delivery Plan, planning is complete, with ongoing iteration as new needs emerge and a standard approach to digital projects is being embedded. A review of member devices has concluded, and options will be shared with members ahead of new devices being rolled out, providing more choice to meet varying needs. Core ICT foundations are progressing well, including strengthening the team with additional capacity, and upgrades to several systems are nearing conclusion. New system builds for CRM and waste services are well underway with phased go lives planned within the first quarter of 2025/6.
COUN12.02 Continue to Invest in Digital Infrastructure	Financial Services	Deputy Leader Resources and Performance		31-Mar-2025		Digital infrastructure has undergone review and upgrades to key systems have been accelerated, including some migration to the Cloud. A programme

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						of infrastructure activity is underway to support and enable organisational agility, this will continue into the Annual Delivery Plan in 2025/26.
COUN12.03 Support acquisition and implementation of Council wide CRM	Digital, Data and Technology	Deputy Leader Resources and Performance	✓	31-Mar-2026	<div><div>100%</div></div>	The CRM has now been procured and is at build stage. It will be rolled out in phases from the first quarter of 2025/26 onwards.
COUN12.04 Integrate customer facing processes across CS and Environmental Services	Customer engagement	Deputy Leader Resources and Performance	⬮	31-Mar-2025	<div><div>50%</div></div>	Work continues within Transformation to develop and embed the new Whitespace system into waste. Customer services are working closely with transformation and waste on reviewing and streamlining the waste and CS processes to make them more joined up and effective and make best use of the new system. This work will continue in the new year 25/26.
COUN12.05 Review and acquisition of new web platform	Customer engagement; Digital, Data and Technology	Deputy Leader Resources and Performance	▶	31-Mar-2026	<div><div>70%</div></div>	Transformation are working with legal and procurement to complete the procurement of the new system and


Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						support services which should take place early in 25/26
COUN13.01 Review funding strategy for external funding bids and grants	Financial Services	Deputy Leader Resources and Performance		31-Mar-2025	<div>0%</div>	Due to capacity, this action will carry over into 2025/26
COUN13.02 Review Members' Pot scheme	Governance and Democracy	Deputy Leader Resources and Performance		31-Mar-2025	<div>0%</div>	This piece of work will move into 2025/26
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>100%</div>	
COUN13.04 Review arrangements for provision of procurement support to Council and other authorities ensuring	Financial Services	Deputy Leader Resources and Performance		31-Mar-2025	<div>100%</div>	The newly drafted Contract and Procurement Rules will be approved by full Council on 22nd January 2025 for implementation into the Constitution on 24th February 2025.

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
that Procurement Act 2023 requirements are embedded in appropriate rules and processes						
COUN13.05 Produce Annual Report (Draft, coordinate production and release)	Workforce	Deputy Leader Resources and Performance		31-Jul-2024	<div><div>100%</div></div>	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	<div><div>63%</div></div>	Asset Action Plan being presented to SLT on 14th May with a proposal for all assets. This then feeds into the AMP.
COUN13.07 Review Community Asset Transfer Policy	Assets and facilities manager	Deputy Leader Resources and Performance		31-Mar-2025	<div><div>70%</div></div>	If properties are highlighted for CAT Transfer through the Asset Management work, the CAT policy shall be reviewed.
COUN13.08 Car Park Strategy to be developed	Assets and facilities manager	Deputy Leader Resources and Performance		31-Mar-2025	<div><div>100%</div></div>	This action was complete as of 1st April. All new car park charges are now in place across the borough.
COUN13.09 Depot Transformation programme	Assets and facilities manager	Deputy Leader Resources and Performance		31-Mar-2025	<div><div>40%</div></div>	Demolition tender going live w/c 12th May


Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
planning and implementation						
COUN13.10 Produce Council Productivity Plan	Director of Transformation	Deputy Leader Resources and Performance	✓	31-Mar-2025	<div><div>100%</div></div>	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><div>100%</div></div>	A number of efficiencies have been agreed for this budget round, however we will need to undertake a further piece of work in the new year to identify and agree a new round of efficiencies, as we have not successfully identified sufficient required to ensure a balanced budget in the medium term.
COUN14.02 Develop and implement a Corporate Charging Strategy to maximise and identify new income streams	Financial Services	Deputy Leader Resources and Performance	✓	30-Sep-2025	<div><div>100%</div></div>	Fees & Charges booklet ad strategy completed for 20-26 Budget and approve by Cabinet in Feb 25.
COUN14.03 Roll out new Risk Management Framework to	Financial Services	Deputy Leader Resources and Performance	✓	31-Mar-2025	<div><div>100%</div></div>	The new risk management framework has been produced, approved and adopted by cabinet. Training to all risk holder has taken place, and the new

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
Officers and Members						process rolled out. A further piece of work to enable changes to the risk management system is currently being undertaken which will improve reporting from the system.
COUN14.04 As part of ongoing strategy to be data driven and performance focused, implement new Risk Register module in Ideagen	Financial Services	Deputy Leader Resources and Performance	✓	31-Mar-2025	<div><div>100%</div></div>	System is now fully operational, and managers are using to update risks. Ongoing training will continue into 2025-26
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><div>100%</div></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 feature in the HR plan for 2025/2026.






Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
COUN15.02 Ensure recruitment and Selection Training includes training to avoid bias	Workforce	Deputy Leader Resources and Performance	✓	31-Mar-2025	<div><div>100%</div></div>	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	<div><div>100%</div></div>	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 modified from a delegation of authority point of view to allow ADs to



Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
<div> <div>Page 11</div> <div> <div>SOUN15.04</div> <div>Assess under-representation in the work force and produce improvement action plan</div> </div> </div>	Workforce	Deputy Leader Resources and Performance		31-Mar-2025	<div><div>80%</div></div>	<p>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>A new HR Dashboard on the Workforce Profile has now been created and updated by HR on a monthly basis.</p> <p>Under-representation in our Workforce is occurring in the following areas:</p> <p>Disability</p> <p>Ethnic Minorities</p> <p>Age groups 21-40 and 21 and under</p> <p>Plans to address this will be implemented in 25/26.</p> <p>We ensure managers are trained in Equality & Diversity to help prevent bias in recruitment. All jobs are advertised</p>

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Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						on mainstream platforms, such as Indeed. Links made with the job centre to provide talks to different groups of applicants to help them with the confidence to apply for roles at Gedling. HR Business Partners to part of recruitment panels to ensure there is no unconscious bias in the process.
COUN15.05 Review content of Learning carousel and deliver bi-monthly training workshops to improve management skills (to include process training e.g. casual recruitment)	Workforce	Deputy Leader Resources and Performance		31-Mar-2025	<div>100%</div>	<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 has 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 line with transformation programme and changes to legislation for 2025/2026 with support of team.</p> <p>In relation to Casual recruitment process the HR Manager conducted process-mapping workshop with Leisure Managers to determine what changes needed to occur. At this moment Leisure Managers have opted</p>

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						to keep processes as they are until the digital transformation programme comes in and the current process is "fit for purpose".
COUN15.06 Identify and implement a method (interim or permanent) to record (and report on) completion of compliance for mandatory training as defied by CMT	Workforce	Deputy Leader Resources and Performance	✓	31-Mar-2025	<div><div>100%</div></div>	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)
COUN15.07 Establish a corporate Health and safety Training Plan across the Council	Governance and Democracy	Deputy Leader Resources and Performance	✓	31-Mar-2025	<div><div>100%</div></div>	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.


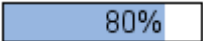
Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
COUN15.08 Review Employee Protection register Guidance and integrate with Unacceptable Customer Behaviour Policy	Governance and Democracy	Deputy Leader Resources and Performance		31-Mar-2025	<div><div>60%</div></div>	All incidences of violent, aggressive and / or anti-social behaviour should be reported on AssessNet. This has been reinforced at CHAS and will remain on reports to the Risk Management board going forward. This highlights any unacceptable behaviour and identifies repeat offenders.
COUN15.09 Review Emergency Plan	Governance and Democracy	Deputy Leader Resources and Performance		31-Mar-2025	<div><div>65%</div></div>	Limited progress this quarter due to reduced capacity within the team. EP examples gathered from neighbouring authorities as point of reference.
COUN15.10 Establish a programme of BCP testing	Governance and Democracy	Deputy Leader Resources and Performance		31-Mar-2025	<div><div>100%</div></div>	A new group to consider BC and Disaster Recovery has been set up. BC testing will be incorporated into this workstream and forms part of the new service plan presented to Cabinet for 2025/26
COUN15.11 Review Lone Worker device provision	Governance and Democracy	Deputy Leader Resources and Performance		31-Dec-2024	<div><div>75%</div></div>	Current provision has been reviewed and is not meeting the needs of workers. A new solution will be sought.
COUN15.12 Improve access to mental health support for employees	Workforce	Deputy Leader Resources and Performance		31-Mar-2025	<div><div>60%</div></div>	In 2024 decision made by the Head of Service to put this project on hold due to capacity issues. The new Assistant Director of Workforce plans to implement Mental Health First Aiders as




Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						part of an overall review of our Wellbeing Strategy. The promotion of mental health services has been commenced through issuing posters in staff areas on the Employee Assistance Programme available to all staff 24/7. The Assistant Director of Workforce has also introduced new specialist therapy services for staff with complex needs using a company called Red Umbrellas which has been well received by staff in helping them to get back to work sooner.
COUN15.13 Review the delivery of the annual health fair for staff	Communities, Leisure and wellbeing	Deputy Leader Resources and Performance		31-Dec-2024		SLT approved the continuation of the staff wellbeing programme, based on the feedback from the staff survey. The next steps are to support the new Corporate Wellbeing Strategy which will be submitted to SLT summer 2025.



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><div>100%</div></div>	<p>The TYF completed at the end of March 25 and achieved all of its key outputs offering great impact across the Borough for the economically inactive.</p> <p>We are now pursuing the extension of service under the Y4 UKSPF funding which will provide a further year's support. This is being raised through internal approvals.</p>
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><div>90%</div></div>	<p>We are continuing to promote apprenticeship opportunities through a number of interventions within EGR to good success. We held our annual Apprenticeship Fair in Feb 25 where we showcased 30 exhibitors who attended to promote opportunities to our residents. We are also growing our relationship with FE providers such as NTU and Nottingham College to develop strategies in promoting apprenticeships to residents and businesses through other collaborative channels.</p>


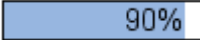
Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
ECON11.03 Coordinate a manageable number of work experience placements (school age and working age placements)	Workforce	Life Chances and Vulnerability	✓	31-Mar-2025	<div><div>100%</div></div>	We have provided 9 placements during the year which has been very successful in providing valuable working experience across a number of departments this year.
ECON11.04 Coordinate the supported internship programme	Workforce	Life Chances and Vulnerability	✓	31-Mar-2025	<div><div>100%</div></div>	We have had 4 supported internships, 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 compact with NTU	Workforce	Sustainable Growth and Economy	✓	31-Mar-2025	<div><div>100%</div></div>	We have provided 3 supported internships from Nottingham Trent University, 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	Housing, growth and regeneration	Sustainable Growth and Economy	✓	31-Mar-2025	<div><div>100%</div></div>	All UKSPF services have now completed to success achieving positive results and case studies.



Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
Business Support contracts						Performance across each of our business support services were managed and monitored through weekly and monthly reviews which helped us to identify positive trends and implement developmental actions for areas requiring improvement. The services had all seen positive performance with success stories being collated to celebrate our impact in supporting local businesses.
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		<p>We have recently received the final draft following consultations for new strategies covering Visitor Economy, a Heritage Plan and Economic Growth Framework. The three documents are set to create a legacy from UKSP funding and provide an opportunity to grow inward investment to the Borough from partners and stakeholders. Following the completion of the three strategies, action plan will be designed to ensure we are acting on the proposals and exploring opportunities for further inward investment.</p> <p>Further internal discussion is set to take place before we seek SLT and cabinet</p>

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						<p>approval on these documents and promote them as part of a campaign to attract further investment.</p> <p>We are also benefitting from our relationships with EMCCA and Invest in Nottinghamshire as we try and promote our visitor economy and inward investment opportunities.</p>
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	<div><div>100%</div></div>	The Amp development was successfully completed in the Autumn of 24 to schedule with its new first floor properties currently being marketed by a partnering letting agent.
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	<div><div>100%</div></div>	Practical completion took place on 9th May 2025.
ECON13.01 To develop a viable masterplan and	Housing, growth and regeneration	Sustainable Growth and Economy		31-Mar-2025	<div><div>63%</div></div>	Ambition Arnold's Visionary Masterplan was approved by Cabinet on the 12th of December 2024. Work is underway to develop a viable business case for the

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
scheme for Arnold north.						north of Arnold Town Centre that is to be completed in Q4
ECON13.02 Identify and implement measures to improve the viability and sustainability of the Arnold Market	Housing, growth and regeneration	Sustainable Growth and Economy		31-Mar-2025	<div><div>75%</div></div>	<p>On December the 12th 2024 Cabinet approved plans for the permanent relocation of the Arnold Market to Eagle Square pending planning permission which will is expected to be approved within Jan 2025.</p> <p>A Market review is to be conducted within Q4 where a new policy will be shaped and requirements for a new Market Organiser will be identified before taking next steps.</p>
ECON13.03 Develop and implement plans to support improvements to the Borough's Town and rural Centres	Housing, growth and regeneration	Sustainable Growth and Economy		30-Sep-2024	<div><div>100%</div></div>	<p>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</p>

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						Borough's town and highstreets including rural areas.
						<u>Arnold Christmas Lights Switch On</u>
						UK Shared Prosperity Funding has been used to support the delivery of the Arnold Christmas Lights Switch On which took place in Arnold Town Centre outside the AMP.
ESCON13.04 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	<div style="width: 100%;"><div></div></div> 100%	Around 2500 people attended the event to watch festive performances from local schools and choirs. A Christmas Market was organised along Front Street to compliment the event by AMP Live in partnership with the Council, and Arnold Methodist Church held their successful Christmas Craft market again alongside the outdoor activities with excellent attendance on Friday 22nd and Saturday 23rd. Arnold retailers were invited to open late for the event and the switch on was enhanced with festive street theatre and performers from Dice and Balls and Can Samba. Arnold and Mapperley Rotary attended with Santa on his sleigh to raise money for local charities.



Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						<p>The community of St Paul's Church Daybrook worked with Gedling Play Forum to create festive lanterns which paraded along Front St to close the event.</p> <p><u>Wider Events Programming and Support</u></p> <p>2024/25 has seen a significant increase in externally led events, which have benefitted from the Council's new Events Guidance toolkit and dedicated webpage and the Council's "Enabling" focus this year. This resulted in a higher number of safe, approved and highly successful external events in the Borough in 2024/2025.</p>
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		<p>Consultants have been completed new strategies for our Visitor Economy, Heritage and Economic Growth Frameworks within Q4. The revised strategies will identify proposals and opportunities for Gedling to drive local economic growth and attract partnerships and funding to the Borough. Action plans will be produced following the completion of the</p>







Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						strategies to ensure the continuation of the work and development of its opportunities.
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 to Gedling Country Park)	Development Services	Climate Change and Natural Habitat		31-Mar-2025	<div><div>10%</div></div>	
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.	Communities, Leisure and wellbeing	Climate Change and Natural Habitat		31-Mar-2025	<div><div>88%</div></div>	<p><u>Heritage Advisory and Engagement Network</u></p> <p>Over 250 people were consulted to develop Gedling's Heritage Strategy. The consultation focussed on those directly involved in heritage, culture and placemaking across Gedling, in addition to communities within the Borough. Stakeholders included were:</p> <ul style="list-style-type: none"> • Gedling Borough Council Staff • Gedling Borough Heritage Forum • Gedling Parish Clerks

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						<ul style="list-style-type: none"> • Gedling Youth Council • Gedling Seniors Council • Gedling Community Hubs and Partners Network • Cultural Heritage Groups • Gedling Schools and Academies • Heritage Asset Trusts • Friends Groups • Youth Groups • Residents <p>The new proposed Strategy recommends actions to:</p> <ul style="list-style-type: none"> • establish a Heritage Network between communities, heritage sites/ locations, heritage professional/ practitioners and GBC Officer representation, to create a network of like-minded groups that can work together to facilitate and promote local heritage. • establish a network of 'Friends of' groups that can share knowledge and provide support, fundraising, ambitions and best practice. <p>These proposals will be subject to the Strategy being adopted and available</p>

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						<p>resources being available to proceed, most likely dependent on external funding opportunities.</p> <p><u>Heritage Way</u> An action is being developed in the new proposed Heritage Strategy is to explore strategic review of the Heritage Way proposals to understand priorities and distance of intervention within the Borough and enable greater transport links to heritage sites, therefore enhancing accessibility to connect sites together. This review will be subject to available resources. Therefore the Heritage Way concept has not been launched during 2024-25.</p> <p><u>Funding Opportunities</u> The consultants who have developed the Heritage Strategy have recommended actions for further development and cited National Lottery Heritage Fund Grants between £10,000 to £250,000 as a funding opportunity.</p>

Theme PLACE


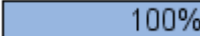


Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
PLAC11.01 Review Carbon Management Action Plan	Development Services	Climate Change and Natural Habitat		31-Mar-2025	<div><div>100%</div></div>	The Carbon Management Action Plan will be reviewed & updated as 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	<div><div>80%</div></div>	


Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
PLAC11.03 Offset residual emissions 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	Parks and Street Care	Climate Change and Natural Habitat		31-Mar-2025		<p>Increase biodiversity using Tree planting There are plans to plant trees during the months of November through to March 2025. The majority of those will be carried during Q3.</p> <p>Deliver woodland trust & Other Grant based initiatives. As for PLAC11.03.01 There are plans to plant trees during Q3. Planting will be beginning November 2024 and be completed by March 2025</p> <p>500 tree planting targets. 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>
PLAC11.04 Minimise the borough's waste and its impact on the environment	Transport and Waste Services	Environmental Services (Operations)		31-Mar-2025		
PLAC11.05 Deliver the investment plan to enhance existing parks and open	Parks and Street Care	Climate Change and Natural Habitat		31-Mar-2025		<p>Play Areas.</p> <p>Valley Road redevelopment is due to begin in Jan/Feb 2025</p>



Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
spaces and seek external funding for our development projects						St Marys - no progress
						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

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						Contract signed and awarded. Meeting on site - pre contract meeting. Sorting availability of parts. Once sourced will revisit with a dated program for the works. Start Jan 25 - end Feb 25.
						Bee Pollinator wildflower actions 2024.
						Ongoing maintenance of the sites across the borough's parks.
						New development at Arno Vale Park for 2024
						Work alongside Parks FoG's & Green Flag
						4 Green Flag awarded parks retained the Green Flag status in 2024.
						Continued partnership working with 16 friends of groups for GBC parks. Many developments have been proposed for the Carlton Towns Fund subject to

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						funds being available. The Friends of groups within this geographic area have put forward proposals for many 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.


Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						Temporarily fenced, ground survey required to inform design. Start to specify and obtain quotes, Budget Bid Approved £22K Timescale: Design and tender Jan 2025
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	 100%	<p>Promotion of Park, play areas</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	 100%	

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
PAC11.08 Promote and support community based 'clean up' initiatives including the seasonal big clean events	Parks and Street Care	Environmental Services (Operations)		31-Mar-2025	<div><div>100%</div></div>	<p>We continue to promote the page related to parks and green spaces volunteering that can be found on our website at:https://www.gedling.gov.uk/resident/parksandgreenspaces/volunteering/</p> <p>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 asking to organise a cleansing event or to litter pick individually. Our Cleansing Supervisor picks up on any requests and works to facilitate them.</p> <p>We provide litter pickers and fluorescent vests and blue bags and need to be kept informed of when and</p>




Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						<p>where the bags need collection following an event or litter picking activity.</p> <p>This work is ongoing throughout the year in the lead up to the Big Spring Clean event to be held in March 2025 to key in with Keep Britain Tidy's national campaign.</p>
PLAC12.01 Implement Strength in Community programme	Communities, Leisure and wellbeing	Communities and Place		31-Mar-2025	 100%	<p>The UKSPF 'Strength in Community' programme 2023/2025 achieved extensive partnership development, capacity, resilience building and significant growth in Gedling's Voluntary and Community Sector (VCS). A Self-Serve Customer Relations Management platform was co-designed with Gedling VCS leads and commissioned to a local Gedling based digital creative company. It has been agreed that the programme will be extended as part of UKSPF Year 4 funding. This will further embed the '4 Pillars of VCS resilience' by establishing the Gedling Voluntary Action Collaborative (Gedling VAC)</p>



Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						<p>organisation, brand, resource hub content creation and launch the self - serve Customer Relations Management system as an independent, sustainable mutual aid, wider VCS support system and voice for the VCS in Gedling</p> <p>The following outcomes have been delivered in relation to the UKSPF outcomes:</p> <ul style="list-style-type: none"> • 60 lead volunteers benefitted from peer support • 30 Leads of Gedling Voluntary and Community Sector (VCS) organisations benefitted from training in VCS infrastructure, governance, safety and policy development • 20 VCS Groups were successful in Strength in Community Round 2 providing a range of activities, health and wellbeing support and community connection to over 800 residents in this period. • 15 VCS Groups were successful in Strength in Community Grant Fund




Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						<p>Round 3. Awards from the Strength in Community Grant round 3 Technical Grant were conditional on VCS Groups utilising the proposed equipment to build internal resilience, expand and promote their offers and most importantly to populate their own information on the GedlingVAC VCS Support search engine / CRM.</p> <ul style="list-style-type: none"> • Over 5,000 residents benefited from extended reach of and access to over 500 local cost of living support, crisis intervention, family and older persons activities, social connection, warm and welcome spaces, other health and wellbeing offered promoted and connected to those in most need of them. • A replacement fixed Defibrillator was purchased for Killisick Community Centre plus training costs for groups supported, and costs of a mobile Defibrillator were awarded to the Gedling Play Forum. <p>All VCS Services continue to be promoted via the Annual Gedling Guide 2024/2025 and in Health and Wellbeing</p>



Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
AC12.02 Minimise the Borough's exposure to flood related events	Parks and Street Care	Climate Change and Natural Habitat		31-Mar-2025	<div><div>30%</div></div>	and Community E- Newsletters on an ongoing basis.
						Refurbish and Re-wire the Colwick Meadows Pumping Station
						Due to staff resilience issues, work slightly delayed. To be arranged Dec 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.

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

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
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	<div><div>100%</div></div>	Pride of Gedling award ceremony successfully held on 6th November 2024
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	<div><div>20%</div></div>	Staff surveys are underway and will be complete in the oncoming weeks. Results to be collated to create a full training programme.
PLAC13.02 Work with the Police and other agencies to identify, understand and prevent	Community Protection	Life Chances and Vulnerability		31-Mar-2025	<div><div>65%</div></div>	

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
Domestic Violence, and to disrupt and dismantle Modern Slavery Groups. To make GBC & Nottinghamshire a risk location for traffickers						
PLAC13.03 Work in a targeted way with 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	Community Protection	Public Protection		31-Mar-2025	<div><div>80%</div></div>	
PLAC13.04 Invest in new and upgrade CCTV in priority hot spots	Community Protection	Public Protection		31-Mar-2025	<div><div>100%</div></div>	

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
PLAC13.05 Seek successful prosecutions and enforcement action for dog fouling, anti-social behaviour and against those that fly-tip waste	Community Protection	Public Protection		31-Mar-2025	<div><div>50%</div></div>	<p>A review is being undertaken on the Councils Approach to Environmental Enforcement, and this work is ongoing. Until a new business model can be determined figures in this area of business have been reduced. with regards to ASB, officers have been proactive and CPNs have been issued.</p> <p>The Council has in place a PSPO along the Trent valley and the GAR, to deal with car cruisers, and in total 16 FPNs have been issues, and currently the Council is maintaining 100 percent payment rate. This is an excellent piece of joined up working through the community safety team and Gedling south neighbourhood policing team.</p>
PLAC13.06 Review arrangements for resourcing enforcement function	Community Protection	Public Protection		31-Mar-2025	<div><div>45%</div></div>	<p>A tender specification has been produced, with an operational document, and officers in both Public Protection and Legal are reviewing it.</p>
PLAC13.07 Develop the Council's approach to licensing	Community Protection	Public Protection		31-Mar-2025	<div><div>100%</div></div>	




Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
regulation and enforcement						
PLAC13.08 Streamline the Environmental Permitting Burdon in relation to the Environmental Permitting Regulations	Community Protection	Public Protection		31-Mar-2025	<div><div></div>87%</div>	
<div> <div>Page 148</div> <div> LAC14.01 Progress the Greater Nottingham Strategic Plan in partnership with Broxtowe and Rushcliffe Borough Councils and Nottingham City. </div> </div>	Development Services	Sustainable Growth and Economy		31-Mar-2025	<div><div></div>71%</div>	<p>A report which appears elsewhere on the agenda seeks to inform Members of the revised National Planning Policy Framework (NPPF) published on 12th December 2024 and seek approval to withdraw from the preparation of the Greater Nottingham Strategic Plan and instead commence the preparation of the Gedling Local Development Plan, to replace the Aligned Core Strategy which was adopted in September 2014 and the Local Planning Document which was adopted in July 2018. The report also seeks approval from Cabinet to approve the revised Local Development Scheme which includes a timeframe for the delivery of key milestones.</p>




Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						<p>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.</p> <p>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>

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						<p>The Growth Options Consultation took place between the 6th of 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>

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						<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"> • 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. <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</p>

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						<p>is already met by sites that are allocated for development or have planning permission, such as: -</p> <ul style="list-style-type: none"> • 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) <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>

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
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	<div><div>55%</div></div>	Reported to Cabinet on 12 December 2024 to seek approval for to commence a 6-week public consultation on revised Strategic Infrastructure Projects to be funded through the Strategic receipts of the Community Infrastructure Levy (CIL). Public consultation commenced in January 2025.
PLAC14.03 Put in place a design code for the Borough	Development Services	Sustainable Growth and Economy		30-Sep-2024	<div><div>100%</div></div>	
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 adaption to remain in their accommodation.	Housing, growth and regeneration	Sustainable Growth and Economy		31-Mar-2025	<div><div>80%</div></div>	The strategy is still being drafted with the aim of being put out to consultation later in 2025.

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
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><div>45%</div></div>	Work ongoing to see if a South Notts permanent provision can be created
PLAC14.06 Initiate a project to extend the supply of temporary accommodation in the Borough to reduce reliance and spend on B&B as part of works to ensure that the Borough has suitable temporary accommodation to reduce reliance on B&B	Housing, growth and regeneration	Life Chances and Vulnerability		31-Mar-2025	<div><div>100%</div></div>	Additional TA units have been acquired during 2024/25 to address the demand for such accommodation.
PLAC14.07 Designated Resettlement Officer to work directly with refugees and asylum seekers	Housing, growth and regeneration	Life Chances and Vulnerability		31-Mar-2025	<div><div>100%</div></div>	Resettlement Officer appointed and in post.

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
PLAC14.08 Promote the Uptake of Energy Efficiency Measures in Domestic Properties	Public Protection	Climate Change and Natural Habitat	✓	31-Mar-2025	<div><div>100%</div></div>	<p>Devolution funding scheme successfully complete. Maximised use of funding. £578,078 worth of measures installed in 29 homes including solar panels and external wall insulation. 28 homes improved to Energy Performance Certificate rating (EPC) to band C or above.</p> <p>Home Upgrade Grant 2 scheme completed. 24 low energy performance homes not connected to the gas network for heating upgraded with 41 energy efficiency measures. 12 homes received solar panels, 4 received air source heat pumps, 7 received high retention storage heaters and a range of insulation measures were also installed. £364,585 was spent on the scheme.</p>
PLAC14.09 Address private landlords and managing agents who intentionally let sub-standard accommodation and do not comply	Public Protection	Public Protection Portfolio	✓	31-Mar-2025	<div><div>100%</div></div>	<p>This quarter dedicated Housing Enforcement Officer has served three Notice of Intents (Civil Penalty stage 1) for £4,600, £1,800 and £6,200 respectively. One Final Decision Notice (Civil Penalty stage 2) has been issued for £1,200. Representation has been</p>

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
with the law and where necessary take appropriate enforcement action						<p>received in relation to three Notice of Intents.</p> <p>The Housing Enforcement Officer's proactive actions have directly or indirectly led to 30 applications being submitted to the team and two safeguarding referrals, 1 complex needs referral and 1 Age UK referral being made to help support tenants.</p> <p>The Housing Enforcement Officer has been involved in two joint investigations with Nottinghamshire Police where properties have been suspected and then confirmed to have cannabis grows. The Housing Enforcement Officer attended a warrant entry for one of these properties with Police colleagues and is currently gathering evidence on whether an offence has been committed under the Housing Act 2004 by the landlord failing to licence the property.</p>

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
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The Housing Enforcement Officer has undertaken 70 door knocks, predominantly in the Honeywood Gardens area to try and establish whether properties should be licensed. Investigations in relation to these door knocks are still ongoing but early indications are that a significant number should be licensed but are not.

The large influx of selective licensing applications received since the start of the new phase 1A scheme in January has meant the primary focus has been to do the initial checks required to verify we have all the information we require to be able to process the application. The wider SL team has had to support the business apprentice in carrying out these checks and going back to applicants to bring about any missing information.

Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						To date 413 Applications received for Phase 1A (Netherfield) and the team is in process of administering the applications, inspecting properties and issuing the licences for phase 1A and phase 2.
						533 licence applications have been received for phase 2 selective licensing scheme with 437 Licenses issued so far.
						Damp and mould action plan being implemented. In reactive work 9 damp and mould cases investigated, 3 properties with category 1 damp and mould hazards (high risk) remediated and 3 with category 2 (lower risk) remediated. Through proactive property licensing work 2 properties identified with category 1 (high risk) damp and mould and 1 with a category 2 (low risk)




Code & Title	Responsible OUs	Portfolio Owners	Status	Target Completion Date	Progress Bar	Notes
						damp and mould hazards identified. Officers working with landlord/agent to improve the properties. 7 damp and mould advice leaflets issued in quarter 4.

Quarter 4 and Year End Performance Indicators 2024/25 report




PI Status		Long Term Trends		Short Term Trends	
	Alert		Improving		Improving
	Warning		No Change		No Change
	OK		Getting Worse		Getting Worse
	Unknown				
	Data Only				

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COMMUNITY










PI Code & Short Name	Responsible OUs	Portfolio Owners	Quarterly Status	Q4 2024/25		2024/25		Annual Status	Trend compared to last year	Latest Note
				Value	Target	Value	Target			
LI027f Number of attendances - Bonington Theatre	Communities, Leisure and wellbeing	Health and Wellbeing Lifestyles		14,936	15,602	47,328	48,000			Though cinema screenings and admits fell short of targets at the Bonington, some of this can be attributed to a




PI Code & Short Name	Responsible OUs	Portfolio Owners	Quarterly Status	Q4 2024/25		2024/25		Annual Status	Trend compared to last year	Latest Note
				Value	Target	Value	Target			
										shortage of available staff during the entirety of 2024 and through into 2025, which led to a programme that reflected the theatre's capabilities. Importantly, the anticipated recovery for the cinema industry has been held back by the lack of blockbuster movies. The Bonington responded to this during 2024/5 by increasing the number of screenings of event cinema. However, overall, there were

PI Code & Short Name	Responsible OUs	Portfolio Owners	Quarterly Status	Q4 2024/25		2024/25		Annual Status	Trend compared to last year	Latest Note
				Value	Target	Value	Target			
										50 less screenings and 1250 lower attendances for screenings. Developing the programme throughout the year (including the summer) will be a key point of emphasis going forward
LI379 Average number of Swim School Members (12 month rolling period)	Communities, Leisure and wellbeing	Health and Wellbeing Lifestyles		4,132	4,200	4,132	4,200			The number of customers on the learn to swim scheme fluctuates throughout the year and whilst the end of year target was missed there were 6 months during the year where the number of members on the scheme surpassed













PI Code & Short Name	Responsible OUs	Portfolio Owners	Quarterly Status	Q4 2024/25		2024/25		Annual Status	Trend compared to last year	Latest Note
				Value	Target	Value	Target			
										4,200. The attrition levels on the swim scheme have improved in 24/25 (attrition measures cancellation rates each month) and this means customers are staying longer which in turn meant the swim scheme over delivered against the annual income target. In addition to this the sites have also continued to focus on delivering disability lessons which by their nature have lower class sizes and need more resource to run.




PI Code & Short Name	Responsible OUs	Portfolio Owners	Quarterly Status	Q4 2024/25		2024/25		Annual Status	Trend compared to last year	Latest Note
				Value	Target	Value	Target			
LI027 Number of visits to leisure centres	Communities, Leisure and wellbeing	Health and Wellbeing Lifestyles		358,082	325,200	1,298,058	1,165,000			
LI085 Current number of DNA members	Communities, Leisure and wellbeing	Health and Wellbeing Lifestyles		5,005	4,500	5,005	4,500			
LI074 Average time to process New Housing Benefit claims (in calendar days)	Regeneration and Welfare	Life Chances and Vulnerability		25.7 days	15 days	20.3 days	15 days			Current resource challenges following the loss of a team leader and one administrative team member are contributing factors. Resourcing is being considered to address the challenges due to resource constraints.
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	7.7 days	5 days			Current resource challenges following the loss of a team leader and one administrative team member are




PI Code & Short Name	Responsible OUs	Portfolio Owners	Quarterly Status	Q4 2024/25		2024/25		Annual Status	Trend compared to last year	Latest Note
				Value	Target	Value	Target			
										contributing factors. Resourcing is being considered to address the challenges due to resource constraints.
Li086 Average length of time spent in temporary accommodation (in weeks)	Regeneration and Welfare	Life Chances and Vulnerability		24.6 wks.		24.5 wks.				
Li410 Total number of family households in B&B at the end of the month	Regeneration and Welfare	Life Chances and Vulnerability		4.3		10.7				
Li418 Total number of households in B&B at the end of the month	Regeneration and Welfare	Life Chances and Vulnerability		12.7		20.6				

PI Code & Short Name	Responsible OUs	Portfolio Owners	Quarterly Status	Q4 2024/25		2024/25		Annual Status	Trend compared to last year	Latest Note
				Value	Target	Value	Target			
NI155 Number of affordable homes delivered (gross)	Development and Place	Sustainable Growth and Economy		23	19	105	75			

COUNCIL

PI Code & Short Name	Responsible OUs	Portfolio Owners	Quarterly Status	Q4 2024/25		2024/25		Annual Status	Trend compared to last year	Latest Note
				Value	Target	Value	Target			
LI052 Percentage of calls to the contact centre answered (or call back made) - 12 month rolling total	Customer engagement	Deputy Leader Resources and Performance		98.3%	94.0%	98.3%	94.0%			
LI411 Number of customers attending outreach hubs	Customer engagement	Deputy Leader Resources and Performance		161		761				
LI017 Percentage of Business Rates Collected	Finance and ICT	Deputy Leader Resources and Performance		98.43%	98.90%	98.43%	98.90%			
LI018 Percentage of invoices paid within 30 days	Finance and ICT	Deputy Leader Resources and Performance		99.08%	99.00%	98.22%	99.00%			
















PI Code & Short Name	Responsible OUs	Portfolio Owners	Quarterly Status	Q4 2024/25		2024/25		Annual Status	Trend compared to last year	Latest Note
				Value	Target	Value	Target			
0016 Percentage Council Tax Collected	Finance and ICT	Deputy Leader Resources and Performance		97.49 %	98.50 %	97.49 %	98.50%			<p>Collection rate is down 1.01% at 97.49% against a target of 98.50%.</p> <p>Cost of living issues are still impacting residents with food, energy and housing costs increasing significantly over the past year. This is evident in the sustained number of DHP and CTRS hardship applications received in this year.</p> <p>There is a continuation of legacy benefit customers converting to universal credit</p>













PI Code & Short Name	Responsible OUs	Portfolio Owners	Quarterly Status	Q4 2024/25		2024/25		Annual Status	Trend compared to last year	Latest Note
				Value	Target	Value	Target			
										with more customers now required to make council tax payments where they did not have bills to pay previously. Over 1000 CTRS customers have outstanding 2024/25 council tax balances as of 31st March 2025. This is an increase of around 280 cases and £55k compared to the same point last year.
LI006 Working Days Lost Due to Sickness Absence (rolling 12-month total)	Workforce	Deputy Leader Resources and Performance		10.10 days	9.00 days	10.10 days	9.00 days			The outturn as of March 2025 is 10.10 days and is slightly over our target of 9 days.







PI Code & Short Name	Responsible OUs	Portfolio Owners	Quarterly Status	Q4 2024/25		2024/25		Annual Status	Trend compared to last year	Latest Note
				Value	Target	Value	Target			
										<p>We have achieved the target in year. The increase is due to handling a number of complex absence cases within Waste, where fitness to return to work has posed issues in an early return. Specific health conditions do deter staff from returning to their roles from a Health and Safety/risk perspective. Finding suitable alternative work elsewhere in the Council is not always available. Going forwards the Sickness Absence Management</p>







PI Code & Short Name	Responsible OUs	Portfolio Owners	Quarterly Status	Q4 2024/25		2024/25		Annual Status	Trend compared to last year	Latest Note
				Value	Target	Value	Target			
										Policy is being updated and all managers trained in handling absences in a timely manner across the Council.




PLACE

PI Code & Short Name	Responsible OUs	Portfolio Owners	Quarterly Status	Q4 2024/25		2024/25		Annual Status	Trend compared to last year	Latest Note
				Value	Target	Value	Target			
NI191 Residual household waste per household in Kg	Transport and Waste Services	Environmental Services (Operations)		—	—	444.2kg	580kg			
NI192 Percentage of household waste sent for reuse, recycling and composting	Transport and Waste Services	Environmental Services (Operations)		—	—	34.31%	34.00%			
LI107 Number of litter and dog fouling Fixed Penalty Notices (FPN) served	Community Protection	Public Protection Portfolio		—	—	13				
LI133 Number of fly tipping incidents reported to Gedling Borough Council	Community Protection	Public Protection Portfolio		—	—	967				
LI276 Percentage of food premises scoring 4 or 5 in	Public Protection	Public Protection Portfolio		95%	95%	95%	95%			

PI Code & Short Name	Responsible OUs	Portfolio Owners	Quarterly Status	Q4 2024/25		2024/25		Annual Status	Trend compared to last year	Latest Note
				Value	Target	Value	Target			
the national food hygiene rating scheme										
LI346 Percentage of fly tipping incidents removed within 10 working days	Community Protection	Public Protection Portfolio		—	—	97.52%	98%			
LI076 Level of All Crime across Gedling Borough rate per 1000 population	Community Protection; Environment	Public Protection Portfolio		—	—	12.75				
LI081 Level of recorded anti-social behaviour across Gedling Borough (per 1000 population)	Community Protection; Environment	Public Protection Portfolio		—	—	139.32				
LI118 Number of long term (over 6 months) empty homes in the Borough returned to use as a result of Gedling	Public Protection	Sustainable Growth and Economy		15	17	98	70			Total target for year 70. Returned a total of 98 properties (empty over 6

PI Code & Short Name	Responsible OUs	Portfolio Owners	Quarterly Status	Q4 2024/25		2024/25		Annual Status	Trend compared to last year	Latest Note
				Value	Target	Value	Target			
Borough Council intervention										months) to occupation.
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		16	13	51	50			
NI154 Net additional homes provided	Development and Place	Sustainable Growth and Economy		80	116	462	465			There were very low completions in Jan and Feb, compared to average. Also, lot of historic losses were logged in Feb bringing the net total even lower.

PI Code & Short Name	Responsible OUs	Portfolio Owners	Quarterly Status	Q4 2024/25		2024/25		Annual Status	Trend compared to last year	Latest Note
				Value	Target	Value	Target			
NI157a Percentage of Major planning applications processed within 13 weeks	Development and Place	Sustainable Growth and Economy		100.00%	92.00%	100.00%	92.00%			
NI157b Percentage of Minor planning applications processed within 8 weeks	Development and Place	Sustainable Growth and Economy		84.62%	86.00%	86.41%	86.00%			The target has been narrowly missed due to Officers seeking to determine long-standing, complex cases within the quarter, resulting in 4 applications of 26 being determined out of time. The cumulative percentage of determining applications in time for the year is 86.4%, exceeding the National Target of 70%.

PI Code & Short Name	Responsible OUs	Portfolio Owners	Quarterly Status	Q4 2024/25		2024/25		Annual Status	Trend compared to last year	Latest Note
				Value	Target	Value	Target			
NI157c Percentage of other planning applications processed within 8 weeks	Development and Place	Sustainable Growth and Economy		87.95%	80.00%	89.17%	80.00%			

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Report to Overview and Scrutiny Committee

Subject: Scrutiny work programme

Date: 21 July 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 2025/26 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
- Fly tipping and litter management
- 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.

In terms of partner performance review, a list of potential partners to invite to the committee can be seen below:

- Calverton Core
- Citizens Advice Bureau (CAB)
- Department for Work and Pensions (DWP) - **(Confirmed 29.09.25)**
- Enforcement Agents (Council Tax Bailiffs)
- Friends of Breck Hill
- Friends of Gedling Country Park
- Hope Nottingham
- Nottinghamshire County Council
- Rural Community Action Nottingham (RCAN)

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 25/26 year

Overview and Scrutiny Committee work programme 2025/26

	Programme of portfolio holding to account	Performance review	Reports/items at committee	Current reviews/responses	Suggestions for partner performance reviews
21 July 2025		Risk Management update Q3 24/25 Risk Management update Q4 24/25 Gedling Plan Q4 2024/25 performance and annual report	Procurement policy		
29 Sept 2025	Councillor Viv McCrossen (confirmed)	Risk Management Update Q1 25/26 Gedling Plan Q1 25/26		Review of fly tipping and litter management across the borough	Department for Work and Pensions (DWP) – (Confirmed)
17 Nov 2025	Cllr Jenny Hollingsworth (TBC)			Review of effectiveness of hybrid working	
12 Jan 2026	Councillor Marje Paling (TBC)	Risk Management Update Q2 25/26 Gedling Plan Q2 25/26			
9 Mar 2026	Councillor Lynda Pearson (TBC)	Risk Management Update Q3 25/26 Gedling Plan Q3 25/26			
Rolling issues			Rural area links – public transport offerings	Review of Gedling Plan and performance priorities/projects Review of public parks	

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