

Agenda

Overview and Scrutiny Committee

Date: **Monday 29 September 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 21 July 2025

Councillor Catherine Pope (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 Grahame Pope
Councillor Sam Smith
Councillor Russell Whiting

Apologies for absence: Councillor Ron McCrossen

Officers in Attendance: F Whyley, E McGinlay and L Squires

1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS.

Apologies for absence were received from Councillor McCrossen.

2 TO APPROVE, AS A CORRECT RECORD, THE MINUTES OF THE MEETING HELD ON 10 MARCH 2025.

RESOLVED:

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

3 DECLARATION OF INTERESTS.

None.

4 PROCUREMENT POLICY UPDATE.

The Deputy Chief Executive introduced a report, which had been circulated in advance of the meeting, updating members on the progress of the Procurement project and the new Procurement Strategy.

Members queried whether the new procurement plan had given any special consideration towards the upcoming Local Government Reorganisation (LGR) when devising the procurement strategy to avoid long-term entanglements.

The Deputy Chief Executive explained that some work had taken place to assess the current contracts and that consideration was being given to future contracts to avoid entanglements following the LGR.

Members asked whether a timeframe had been put in place on the social value report.

The Deputy Chief Executive informed Members that they expected a draft report to be in place towards the end of the summer.

Members requested a future update on spend and savings from efficiencies achieved following the implementation of the new procurement policy.

RESOLVED to:

Note the report.

5 RISK MANAGEMENT UPDATE Q3 24/25.

The Deputy Chief Executive introduced a report, which had been circulated in advance of the meeting, updating Members on the current level of assurance which could be provided against each corporate risk.

RESOLVED:

To note the current risk level and actions identified within the Corporate Risk Register.

6 RISK MANAGEMENT UPDATE Q4 24/25.

The Deputy Chief Executive introduced a report, which had been circulated in advance of the meeting, updating Members on the current level of assurance which could be provided against each corporate risk.

RESOLVED:

To note the current risk level and actions identified within the Corporate Risk Register.

7 GEDLING PLAN Q4 2024/25 PERFORMANCE AND ANNUAL 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 2024/25 Gedling Plan at the end of quarter 4 and the year end.

Members queried whether the upcoming report on fly tipping could also include some information on bin collection performance.

The Deputy Chief Executive agreed to include some information on bin collection performance in the fly tipping report.

Members queried whether Trade Waste bin collections were also using the new in-cab 'Whitespace' system.

Members noted that Whitespace systems for Trade Waste would take place during phase two of the system's rollout.

RESOLVED:

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

8 SCRUTINY WORK PROGRAMME.

Consideration was given to a report of the Democratic Services Manager, which had been circulated in advance of the meeting, updating Members on the Scrutiny Work Programme.

Members expressed an interest in receiving an update on the progress and implementation of the LGR.

It was agreed that a report would be brought to Committee in 2026.

Members queried whether an update from the Carlton Town Board could be brought to a future meeting of the Overview and Scrutiny Committee.

It was agreed that a report on the Carlton Town Board would be brought to the next meeting in September.

Members queried whether a report on the Council's plans regarding the use of AI and IT transformation could be brought to a future meeting.

It was agreed that a report would be brought to the September meeting.

Members noted that reports on fly tipping and waste management would be coming to the next meeting and suggested inviting the Portfolio Holder for Operations to attend.

RESOLVED:

To note the report.

9 ANY OTHER ITEM WHICH THE CHAIR CONSIDERS URGENT.

None.

The meeting finished at 6.05 pm

Signed by Chair:
Date:



Report to Overview and Scrutiny Committee

Subject: Partnership review – Department for Work and Pensions (DWP)

Date: 29 September 2025

Author: Democratic Services Manager

Purpose

To consider the work of the Department for Work and Pensions (DWP) as part of the programme of reviewing the council's partners.

Recommendation(s)

That the Overview and Scrutiny Committee:

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

1 Background

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

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

2. 2025/26 programme of partnership attendance

The Department for Work and Pensions team based at the Civic Centre, Arnold, will be attending the committee, providing members with an overview of the work of the organisation.

Ad hoc questions can be asked at the meeting.

3 Financial implications

There are no financial implications arising from this report.

4 Legal implications

There are no legal implications arising from this report.

5 Equalities implications

There are no equalities implications arising from this report

6 Carbon reduction/sustainability implications

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

7 Appendices

None



Report to Overview and Scrutiny Committee

Subject: Programme of portfolio holder attendance

Date: 29 September 2025

Author: Democratic Services Manager

Purpose

To consider the area of responsibility of Councillor Viv McCrossen, Portfolio Holder for Climate Change and Natural Habitat and Councillor Marje Paling, Portfolio Holder for Environmental Services (Operations) as part of the programme of holding the executive to account.

Recommendation(s)

That the Overview and Scrutiny Committee:

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

1 Background

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

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

2. 2025/26 programme of portfolio holder attendance

Councillor Viv McCrossen, Portfolio Holder for Climate Change and Natural Habitat and Councillor Marje Paling, Portfolio Holder for Environmental Services (Operations) will be attending the committee to give members the

opportunity to examine their areas of responsibility which includes the below:

Councillor Viv McCrossen - Portfolio Holder for Climate Change and Natural Habitat

- Carbon management and climate change.
- Carbon sequestration (offsetting) through blue/green infrastructure.
- Maintenance and development of parks and open spaces.
- Provision of play parks, pitches and other play facilities.
- Tree planting, woodland, and wildflower meadow areas.
- Air and water quality.
- Flood mitigation.

Councillor Marje Paling - Portfolio Holder for Environmental Services (Operations)

- Maintenance of cemeteries and allotments.
- Waste management and recycling.
- Street cleansing.

The report detailing performance indicators for quarter 1 of 2025-26 is attached at appendix 1 to the report.

3 Financial implications

There are no financial implications arising from this report.

4 Legal implications

There are no legal implications arising from this report.

5 Equalities implications

There are no equalities implications arising from this report












6 Carbon reduction/sustainability implications

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







7 Appendices

Appendix 1: All portfolio performance information.

Quarter 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				

PLACE
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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,	Transport and Waste Services	Environmental Services (Operations)		—	—	34.31%	34.00%			

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			
recycling and composting										



Overview and Scrutiny Committee update

Subject: Greater Carlton Plan for Neighbourhoods

Date: 29th September 2025

Author: Assistant Director for Economic Growth & Regeneration

Wards Affected

Carlton, Carlton Hill, Cavendish, Porchester, Pheonix, Gedling, Netherfield, Colwick and Trent Valley

Purpose

To provide an update on progress and activity within the Greater Carlton Plan for Neighbourhoods programme.

Key Decision

N/A

Recommendation(s)

That Overview and Scrutiny Committee notes the update provided.

1. Background

- 1.1 On the 6 March 2024, the Council was notified by the former Government that the Long Term Plan for Towns funding programme that had been announced in September 2023 had been extended. The original programme included 55 towns and had been extended to 75 and included Carlton. The former Government Minister confirmed that each town will receive “endowment-style” funding and support worth up to £20m.
- 1.2 Gedling Borough Council as the accountable body subsequently established a Town Board “the Board” and appointed Sir John Peace to the role of independent Chair. In full consultation with the local community, the Board developed a draft 10-year vision for Carlton including a 3-year investment plan outlining how funds are to be allocated. This draft plan includes interventions to address the needs and priorities of Carlton and refer to the themes of the former guidance. The Board also resolved to enlarge the boundary to include Mapperley at its northern point and Netherfield Lagoons at the southern extent.

- 1.3 The work of the Board was paused in December 2024, awaiting the publication of a new prospectus and technical guidance by the Labour Government.
- 1.4 The new, Plan for Neighbourhoods: prospectus was published on 7 March 2025. It is part of the government's plan to ensure that nowhere is left behind. It is intended to revitalise local areas and fight deprivation at root cause by targeting three priorities: thriving places, stronger communities, and taking back control.

2. Update

- 2.1 The government supported the establishment of new Neighbourhood Boards. It is expected that each board will, in partnership with their local authority, develop a 'Regeneration Plan', setting out its vision for the next decade alongside a more detailed 'Investment Plan' for the first 4 years of the programme. The Council must submit its 'Regeneration Plan' and '4 year Investment Plan' to MHCLG by Friday the 28th of November 2025.
- 2.2 As part of the Board's re-establishment, Sir John Peace announced that he would be stepping down from his role as independent Chair. In April 2025, the Board were delighted to appoint David Stewart to the role. As Deputy Lieutenant of Nottinghamshire, David has extended support across a wide range of communities in the County. He is also Chair of the Kings Award for Voluntary Service and other groups, overseeing outstanding work within communities and neighbourhoods
- 2.3 To comply with the requirements of the Plan for Neighbourhoods: prospectus, Gedling Borough Council, as the accountable body confirmed its board membership and its proposals to alter the plan's place boundaries on 22nd April 2025.
- 2.2 For revenue capacity, £250,000 was provided over the 2023 to 2024 and 2024 to 2025 financial years. An additional £200,000 of capacity funding was released at the start of the 2025 to 2026 financial year. Delivery funding will be released from the beginning of the 2026 to 2027 financial year, allowing the Regeneration Plan and projects to be developed in the ensuing year.
- 1.7 In March 2025, the Council appointed external consultants, Mutual Ventures to provide appropriate expertise to support the Greater Carlton Neighbourhood Board in the planning and delivery of community and stakeholder engagement. This work is due for completion between Spring 2025 and Winter 2025, with the Greater Carlton Neighbourhood Board submitting their Regeneration Plan to MHCLG for assessment and approval.
- 1.8 Over the summer of 2025, our programme consultants, Mutual Ventures led an engagement process consulting key stakeholders to support the development of the 10 year Regeneration Plan' and '4 year Investment Plan'.

With agreement of the Board, proposals identified within last years Greater Carlton Plan for Neighbourhood consultation informed and helped shape the engagement campaign.

- 1.9 Through Board agreement, the 10-year Regeneration Plan will focus on targeted investment and partnership working across five priority areas:
1. Skills and Learning: Supporting residents to shape their own futures by providing opportunities to learn, retrain, and develop new skills.
 2. Youth and Aspirations: Empowering young people to achieve their full potential through safe, accessible community spaces and education activities.
 3. Health and Wellbeing: Investing in green spaces, heritage and leisure assets, and community hubs to improve physical and mental wellbeing. Supporting community organisations to deliver inclusive activities and events.
 4. Local Economy and Business Growth: Enhancing high streets and retail areas and providing tailored support to help local businesses grow and innovate.
 5. Safety and Feelings of Safety: Investing in crime and antisocial behaviour prevention to ensure more people are safe and feel safe in their communities.
- 1.10 The 10 year Regeneration Plan' and '4 year Investment Plan' will be taken to a Special Cabinet meeting on the 20th of November 2025 for approval before final submission to MHCLG on November 28th 2025.
- 1.11 The Council will look forward to returning to Overview and Scrutiny Committee in January 2026 to provide a fuller update on the submissions and future plans for the programme.

3. Alternative Options

N/A

4. Financial Implications

- 4.1 The Council in April 2024 received £50,000 capacity funding to support the initiation of the programme to support community engagement and establishment of the Board. A further £200,000 capacity funding was received in 2024/25 with a further £200,000 expected in 2025/26.
- 4.2 Gedling Borough Council will act as the accountable Body for administration and execution of this grant, the expenditure of grant funds will be the responsibility of Chief Finance Officer & Section 151 Officer and as such will be subject to the Councils' Financial Regulations.

5. Legal Implications

- 5.1 The Government issued guidance on 7 March 2025 'Plan for Neighbourhoods: prospectus. This guidance lays out the requirements for the setting up and management of the funding. The Board is not a legal entity but is to work in partnership with the 'Accountable Body' which is the Gedling Borough Council in this case. The Accountable Body will be supporting the Board through its Secretariat function and/or by officer observers/advisors.
- 5.2 The local authority is responsible for the spend of the funding via existing Section 151 officer duties, according to the priorities set out by the Neighbourhood Board..
- 5.3 The Council will be required to prepare and submit to MHCLG a Regeneration Plan', setting out its vision for the next decade alongside a more detailed 'Investment Plan' for the first 4 years of the programme.

6. Equalities Implications

- 6.1 The approval of the Regeneration Plan and Investment Plan will include an Equalities Impact Assessment and will be formally approved by both the Board and Council to comply with its Standing Orders.

7. Carbon Reduction/Sustainability Implications

- 7.1 There are no carbon reduction or sustainability implications arising from this report. However, the Regeneration Plan and 4 year Investment Plan will consider carbon reduction and sustainability issues and interventions. The Regeneration Plan and 4 year Investment Plan will include a Carbon Reduction Impact Assessment.

8. Appendices

- 8.1 None identified.

9. Background Papers

- 9.1 None identified.

10. Reasons for Recommendations

- 10.1 The Council as the accountable body for the Regeneration Plan and Investment Plan, has responsibility for establishing and confirming the Board and ensuring that the programme complies with both its internal standing orders and the funding conditions. The recommendations contained in the

report are intended to ensure that the Council meets its obligations, failure to do so could jeopardise the funding that has been allocated to the Carlton area.

Statutory Officer Approval

Approved by:

Date:

Deputy Chief Financial Officer

Approved by:

Date:

Monitoring Officer

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Report to Overview & Scrutiny Committee

Subject: Review of fly tipping, litter and waste management across the borough

Date: 29th September 2025

Author: Assistant Director of Environmental Services (Operations)

Purpose:

To advise members of the current situation in terms of fly tipping, litter management and waste management across the borough.

To suggest the committee forms a working group to review the approach to litter and waste management operations.

Recommendation(s)

That the Overview and Scrutiny committee:

- a) Notes the current situation in terms of fly tipping, litter and management across the borough.
- b) Form a working group to complete a more thorough review of fly tipping, litter and waste management.

1. BACKGROUND

- 1.1 Committee had included in the work programme for 2025/26 a review of fly-tipping and litter management and had proposed some specific questions to be addressed. Due to changes in staffing there has been a delay in progressing this matter. At the last meeting of Committee following discussion on performance of waste services it was suggested that this review be widened to look at litter and waste more holistically through this work strand. This report sets out the current position in terms of waste and litter management and what the Council is currently doing to improve overall service levels.
- 1.2 Currently Public Protection Services are responsible for the Council's fly tipping enforcement response and Parks and Street Cleansing Services the collection of fly tipping and litter management. This report focuses on the role the Parks and Street Cleansing teams play in the collection of fly-tipping rather than the investigation into individual fly-tipping incidents. The report also covers the wider street cleansing litter

collection role and an update on the current position of waste services in the collection of trade and residential waste.

2

ENVIRONMENTAL SERVICES

2.1

In early 2025 the new Director of Operations took post at the Council and a restructure of management and supervisory roles was undertaken across environmental operations. This restructure was focused on putting the appropriate tiers of management in place to improve operational services. The restructure took time to implement and for all posts to be filled. In August, all posts in the new structure were filled and the Council now has a new Assistant Director of Environmental Services (Operations) and three operational managers covering waste and street care, parks and fleet supported by 3 supervisors in waste and street care and one supervisor in the parks team. The new structure envisaged a movement of street care from parks to waste services. This part of the structure has yet to embed.

2.2

It is recognised that this change in structure has had some impacts on operational services particularly in respect of waste services as new posts stood vacant and previous post holders left the establishment. It is also recognised that some of the new postholders will require development support in their new roles but having strong management and supervision in place is essential to ensure service improvement.

2.3

Now that the appointment to all posts in the new management structure has been completed a detailed review of current working practices, policy and service delivery is underway to ensure environmental operations are streamlined to improve efficiency and cost effectiveness. Significant changes are underway within Waste Services where additional posts have been added into the structure in relation to drivers and loaders following an assessment of need against current domestic collection rates. This follows a period of no growth in staffing against growth in housing numbers. In addition, a review of resource need within the fleet service has been completed with new posts and vacancies recruited to.

2.4

In Parks and Street care, the review of operations and process has begun with an expected completion of December 2025. This work will include reviewing current frontline staffing structures, training, rotas, schedules, weekend cover and review of KPI monitoring and methodology.

2.5

In addition to localised operational changes, the introduction of the Simpler Recycling regime has had an impact on service delivery in 2025/26 and will continue to impact operations as changes to collections are implemented in line with legislation. From March 2026, changes to trade waste collections began including the requirement to collect food waste from businesses with more than 10 employees and the requirement for trade recycling collections. The Council had to amend and expand trade waste services to support this. From March 2026 small businesses will also require food collection with food collection rolled out to domestic properties by November 2027. The Council have received

some additional funding through the Extended Producer Responsibility Regulations 2024 to support Simpler Recycling. This funding is collected by the Government from packaging companies and allocated to waste collection authorities. The Council continues to work with other waste collection authorities to prepare for Simpler Recycling along with Veolia who hold the Countywide contract for waste disposal.

2.6

There is a programme of work underway to look at facilities within the depot. The demolition of the large shed in the depot is in trend with a wider review of space to ensure the depot is fit for purpose. All this work including the further work outlined below forms part of the Council's Depot Modernisation programme which is part of the Annual Delivery Plan for 2025/26.

3

WHITESPACE

3.1

In addition to review of practices and staffing structures in Environmental operations, in January 2025, implementation of a new Waste and Parks Software Management system - Whitespace began. This system is now fully implemented for domestic waste collections with all drivers being provided with in cab devices and crews trained on use of the system. Whitespace is an essential tool in ensuring effective data capture on round activity providing live, up to date data on the progress of rounds and any issues experienced. It enables crews to import data on any bins not presented, contaminated bins or inaccessible bins so that staff in our customer services centre can see easily why bins may have been missed or indeed when bins were not put out for collection. The system enables assisted collections to be flagged so crews can easily identify where assistance is needed and the location of those bins. Once this system integrates with our Customer relationship management System Netcall, customers will be able to receive data on their collections directly and directly raise issues which can be logged with crews.

3.2 This is a huge change to the way waste services operates and has taken some time to bed in and for staff to get use to. In addition to providing up to date information on rounds, Whitespace has a mapping function which enables the service to look at round size and identify more efficient collection routes and rounds. Further work is needed on this to ensure route optimisation but Whitespace has provided some valuable data needed to improve round efficiency. Whitespace will be rolled out in trade waste and other service including bin deliveries.

3.3 It is intended that Whitespace will be extended to Street Cleansing and Parks in 2026 and all work that is carried out in the interim will align with the methodology required for inputting into the system. The implementation of Whitespace will enable more efficient scheduling of street cleansing and parks maintenance, in addition it will enable all litter bins to be plotted and will provide analytical data regarding fill levels of litter bins to determine need, size and frequency of emptying required in each area.

- 3.4 All scheduled work routes, ad-hoc requests etc. will be managed through this system and will supply robust management data. The system will also integrate with the new CRM system, reducing manual input and providing live updates to customer queries etc.

CHALLENGES

4

Whilst there is positive steps being undertaken to improve services, change takes time. In relation to waste services there are still challenges in relation to sickness levels which is putting pressure on agency spend. The constant churn of agency staff means that familiarity with systems and rounds can be a challenge. There has been a particular impact on performance in quarter one where the council has experienced a higher than average complaint rate in relation to missed bins. Staffing absence has contributed to this along with impacts of new systems and structure reviews. In particular, there were challenges in relation to garden waste this year including an increase in customer demand, issues with stickers not staying on bins which led to bins not being collected and inefficiencies in rounds. This issue is currently being addressed with changes to garden rounds planned for next year to improve efficiency.

4.1

In parks and street cleansing, lack of data is a challenge. Initial scoping has identified that there is a lack of robust data to determine direction of travel. Data capture will be reviewed and updated to ensure accurate recording mechanisms are implemented to drive service improvements. This will be necessary to ensure accurate data is imported into Whitespace. Seasonal demands need to be considered with a review of current schedules and working practices to align service delivery to seasonal demands, i.e. leaf season, flooding risks, traffic islands etc.

4.2

Training – a programme of training is required to ensure the staff have the correct training to carry out their duties safely and comply with all regulations. Opportunities for staff to upskill to improve resilience of the service during peak demand / holiday periods, is needed i.e. additional trained small sweeper drivers.

4.3

Communication – officers need to work with colleagues to improve communication channels for residents and elected members regarding service delivery i.e. prior notification of planned mechanical sweeping, resource issues, changes to service delivery, celebration of good news stories.

4.4

New build properties – improvements in communication is needed to ensure data from planning colleagues in relation to new build developments across the borough is captured pro-actively to enable robust resource and service delivery planning, as well as route optimisation.

4.5

Highway issues – the significant amount and severity of potholes across the borough is causing issues with street cleansing and waste services. There is an increased level of

- 4.6 detritus arising from the holes increasing weights and frequency of tipping for street cleansing, resulting in less time sweeping.

Weed growth is also a major concern across the borough due to the spraying only being carried out twice per year, resulting in expedient weed growth, affecting sweeping effectiveness, surface damage and increased detritus levels.

4.7

FLEET UPDATE

5

- 5.1 The Fleet Capital replacement fund has supplied Street Cleansing with two new medium sized town centre/ pavement sweeping Schmidt Swingo's in 2024/25, and two new large mechanical sweepers.

- 5.2 In respect of waste a food truck was procured in late 2024/25 in readiness for trade food collections. We also have 4 new RCV's and 2 box vans on order to support bin delivery and WEEE.

COMMUNITY ENGAGEMENT / CAMPAIGNS

6

- 6.1 Street Cleansing teams actively supported and engaged in the "Big Gedling Spring Clean" programme, as part of the national Keep Britain Tidy campaign. The street and parks cleansing initiative was held from 21 March - 6 April 2025. During the campaign an army of amazing #LitterHeroes collected over 130 bags of litter and fly tipped items. The council would like to thank the amazing support these community groups and individuals provide to supporting the authority to improve our communities.

- 6.2 Although the weather on the scheduled week was poor, over twenty volunteer groups and individuals were supported in local litter picks that week and adjacent weekends.

- 6.3 In addition to this campaign there are over 100 community litter picking individuals and groups that volunteer regularly to litter pick around their own area[s] and support this annual campaign.

- 6.4 Whilst there is a significant amount of work underway to improve environmental services, any support and engagement from members is valued. There is a close working relationship between services and Portfolio Holders and more widely Councillors are update on performance through quarterly reporting. Audit Committee have also been advised of any risks arising from performance issues across the service. Further work with overview and Scrutiny is welcomed.

Fly – tipping and litter management

- 7 In relation to the collection and clearing of reported fly tips the Council has a key

- 7.1 performance indicator in respect of clearance of fly-tips which sets a performance target of 98% of fly-tips cleared within 10 working days of reporting. In 2025/26 at the end of quarter 1 this target was missed slightly with collection rates of 94.54%.
- 7.2 Since 2023/24 the rate has not fallen below 96%. The volume and cost of reported fly-tips and clearance is set out in Appendix 1.
- 7.3 Fly-tipping is enforced and investigated through public protection. Fly-tipping is incredibly difficult to investigate as deposits are made in locations with limited surveillance and unless the incident is witnessed or evidence is found within the litter which identifies an individual, often investigation will not progress. Any further investigation specifically into enforcement and prevention of fly-tipping could form a separate work item for this Committee.

Answers to Specific Additional Questions raised by Committee:

- 7.4 What percentage of litter collected is currently recycled, burned, landfill?
- Nottinghamshire County Council and their contractor Veolia are responsible for the disposal of all street litter. It is impossible to separate the material types at source due to the high levels of contamination in the arisings and the risk of sorting through the waste for the operative.

Its content is such that it is automatically rejected at the Materials Recycling Facility Centres and is therefore direct delivered to the Nottingham City Council incinerator at Eastcroft Depot where the waste is processed, reduced to ash and recovered as ferrous metals. The incinerator is linked to an energy recovery scheme used to provide district heating. No litter collected within the borough is sent to landfill.

- 7.5 What steps are available to increase recycling rates?
- Gedling Borough Council provides litter bins which offer recycling opportunities in our Green Flag parks and in some town centres, enabling visitors to recycle paper, plastics, glass and cans.

Despite offering separate compartments within the same bin, contamination remains a major issue and often results in the waste being disposed of with non-recycled litter.

Simpler Recycling may offer funding opportunities to enable authorities to trial source segregation, education and alternative working practices to increased quality of materials enabling the waste to be recycled.

What steps can be taken to increase the number of litter bins and increase collection rates?

Work will be undertaken as part of service review to gather data on bin volume and

location to ensure effective distribution.

Do we sort collected litter?

See point 7.4

Can we have biodegradable bags for suitable matter?

Currently heavy 300-gauge litter bin liner sacks are manufactured from recycled materials in the UK.

Biodegradable bags are being developed but are not currently available in sufficient quantity and gauge strength on the commercial/industrial market.

8. Proposal

It is proposed that the committee note the details of the report and agrees to form a working group to complete a thorough review of fly tipping, litter and waste management.

9. Alternative Options

The Committee could determine not to do any further investigation into this area and leave it to officers to review; however, this would go against the committees wish to review and improve this and wider engagement with members on these key functions is seen as a positive way forward.

10. Financial Implications

There are no additional costs for the Council arising from the report. The costs of Council officers and staff assisting with this work is met from existing revenue and capital resources.

11. Legal Implications

The Environmental Protection Act 1990 imposes duties under section 89(1) and (2) on certain landowners and occupiers to keep specified land clear of litter and refuse, and on local authorities and the Secretary of State to keep clean public highways for which they are responsible. The Litter & Refuse Code of Practice and Clean Neighbourhoods and Environment Act 2005 provides guidance and timescales on acceptable cleanliness levels and response times to improve areas that fall below that standard.

12. Equalities Implications

None specifically identified

13. Carbon Reduction/Environmental Sustainability Implications

Further consideration of carbon reduction should form part of the review in this area. The Council have taken initiatives to improve carbon footprint in Environmental services with the introduction of HVO and government initiatives in relation to Simpler Recycling will improve impacts.

14. Appendices

Appendix 1: Fly tipping data 2022/23 – 2024/25

15. Background Papers

None

Statutory Officer approval

Approved by:

Date:

On behalf of the Chief Financial Officer

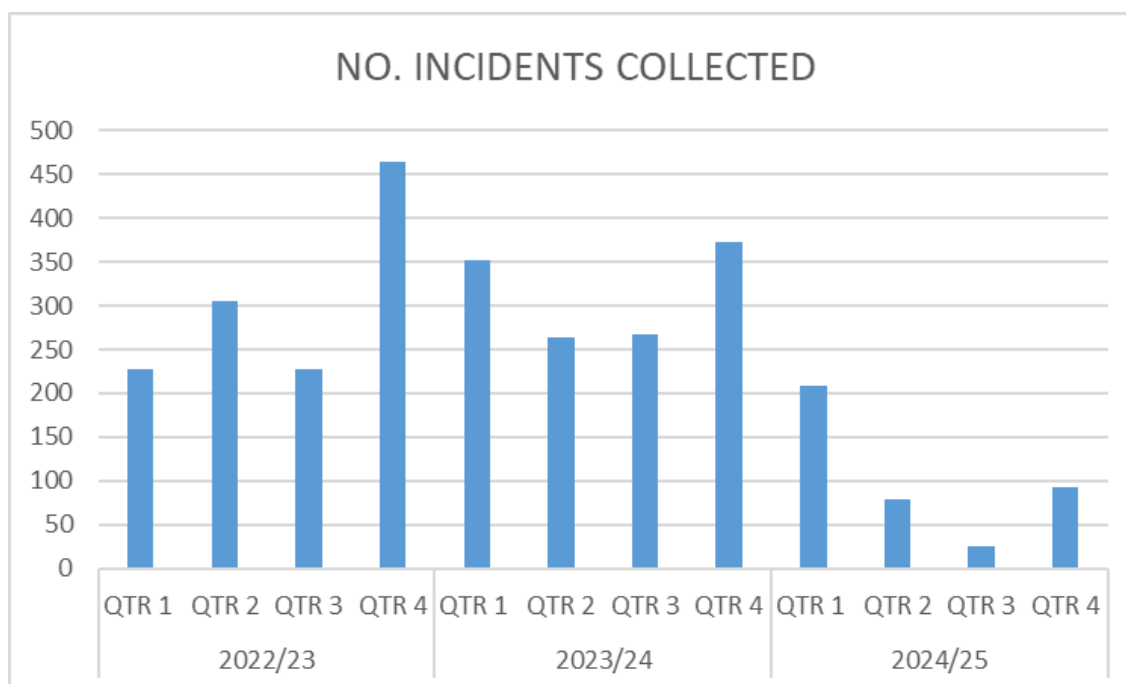
Approved by:

Date:

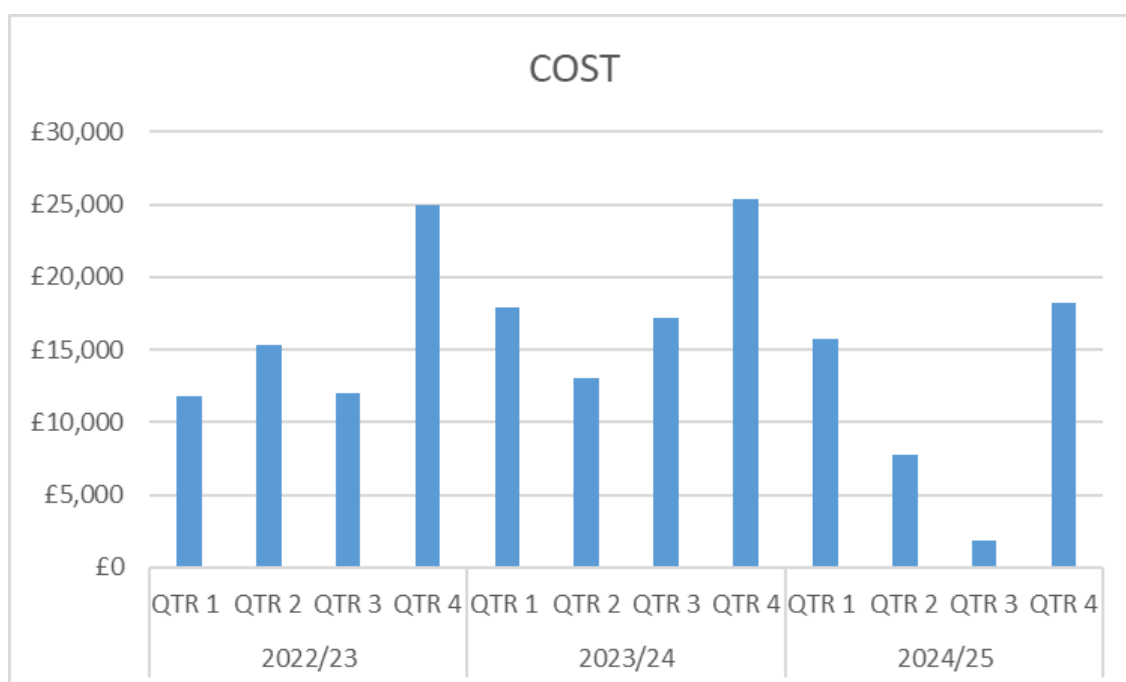
On behalf of the Monitoring Officer

FLY TIPPING DATA 2022/23 – 2024/25

The data below shows the number of incidents collected each quarter for 2022/23, 2023/24 and 2024/25.



The data below shows the cost of collection of fly tips (using Fly Capture costs) each quarter for 2022/23, 2023/24 and 2024/25.



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Report to Overview and Scrutiny Committee

Subject: Corporate Risk Management Review Quarter 1 2025/26

Date: 29th September 2025

Author: Chief Finance and Section 151 Officer

1. Purpose of the Report

To update members of the 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 1 there has been several changes to risk levels across the 13 corporate risks. The full details are included on the scorecard at Appendix 1.

There has been an increase in risk 2 Capacity, Risk 6 Reputation and risk 12 Service Standards performance. The increase in these risk levels link to issues within waste services where increased sickness levels and management changes which left a temporary shortfall in managerial capacity have impacted on performance. There have been a number of resulting complaints and this has been highlighted through quarter 1 performance reports to Cabinet. A number of actions are in place to address issues in the service and the new management structure is now fully recruited to. There is currently a review of the absence management policy due to be considered by Appointments and Conditions of Service Committee late in the Autumn.

There has been a decrease in risk level on risk 3 Health and Safety at Work as a result of a thorough risk review within parks which has lowered the risk level from 9-6 combined with capacity improving within the health and safety team. There has also been a reduction in risk around contractual partnerships now that a new Procurement Manager and shared service provider have been appointed to support procurement. Finally, there has been a reduction in risk level from 6-4 in relation to projects due to improved project reporting systems and good performance on projects reported in Q1.

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 June 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 1, period ending 30 June 2025

Appendix 2 - Risk Management Scoring Matrix

Appendix 3 – Risk Definitions

Statutory Officer Approval	
Approved by:	Chief Financial Officer
Date:	8 September 2025
Approved by:	Monitoring Officer
Date:	8 September 2025

Appendix 1 Q1 2025/26 Corporate Risk Register report

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q1 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 25) Completed. Agree a set of new efficiencies for delivery (Feb 25. In progress) Progress individual service budget reviews and zero based budgeting, Waste competed PASC to be carried out in 2025-26. To be completed 2025/26 Further work on Trade waste to understand total cost of service delivery Dec 25. Mid Year Review if MTFP (Oct 25) Upgrade Core Financial System and Migrate to Cloud Phase 1 (Completed)	Agresso has been successfully migrated over to the cloud, phase 2 of transferring functionality from Citrix to web base system is currently underway. Overspends in Environment are being addressed, new management have been put into place, a new performance management policy is being introduced and the introduction of a waste management system will help to ensure optimal efficient operations. A new set of efficiencies are current being considered by SLT and Cabinet Members. Despite overspends in


Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q1 Review
Page 36								Transfer Various Functions from Citrix based to web-based system (Phase 2 in progress completed by Dec 25)	the first 4 periods of monitoring we are still forecasting a balanced budget due to underspends in other areas being used to offset overspends in Environment. Despite the actions above the risk remains high, due to a significant amount of efficiencies that need to be identified to ensure a balanced budget position in the medium term.
	CR002	Capacity Service Delivery	9	4	12	⬆️	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.	Complete sign off of employee policies including absence management, harassment (Oct 2025) Complete sign off of Learning and development needs across the organisation and review of policy

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q1 Review
Page 37								(October 2025) Roll out training and awareness of changes to absence management policy with managers particularly in Waste services (NOV 25)	checks and learning and development approvals from ACSC required. Increase in absence across waste services and capacity impacts from completed management restructure have increased this risk level from 9–12 likelihood has increased. Review of sickness policies should support better absence management but further training required for managers particularly waste managers and supervisors.
	CR003	Health & Safety At Work	12	3	6	↓	Francesca Whyley	This refers to Occupational Health & Safety.	Assessment needs to be amended to reflect new management roles the risk assessments reviewed by all (Sept 2025)


Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q1 Review
Page 38									completed assessments on system, waste management restructure now complete. Capacity issues in health and Safety team have improved. All drivers now trained and using Whitespace. Thorough review of departmental risks in parks has lowered departmental risks in respect of health and safety which has reduced the overall score from 9–6 (reduced probability level) combined with improved capacity in H and S team.
	CR004	Environmental	12	4	9	<div></div>	Francesca Whyley	This refers to the environmental impact on the public – it could be related to virus type illnesses or environmental incidents such as	Emergency Plan review commence June 2025 Senior Officers to complete online training associated with countywide operation training


Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q1 Review
Page 39							flooding which impact on health or related to events which have an impact on the natural environment such as pollution/contamination.	(Autumn 25)	capacity normal. Carbon management actions have been reviewed and new actions agreed for 25/26 action completed. Review of flood response in parks has been completed with departmental risk lowering to amber. No change to overall risk level but review of EP should lower overall level by Q3.
	CR005	Contractual Partnerships	12	4	6	↓	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)

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q1 Review
									completion of demolition contract for the shed, surveys for Housing stock and new enforcement support contract. The overall risk level has reduced from 9 to 6 due to improved performance function.
006	Reputation	12	4	6	↑	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) Implement Communications Plan for both internal and external communications (Oct 2025) Ensure project plan in place for Garden waste roll out (Oct 25)	There has been an increase in risk in Q1 from 2 –6 mainly as a result of increased complaints in relation to waste services which is linked to the increase in capacity risk as a result of absence within the service and high demand for garden waste in Q1. This is expected to reduce as the new management team is embedded and absence management improves. Whitespace is also assisting with more efficient rounds and

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q1 Review
Page 41									service. A review and changes to staffing in Q1 and moving into Q2 across the communications team will ensure that communication and community engagement is aligned and the development and roll out of the comms strategy will see improvement to the service. A number of consultations are to be launched early Q2 in relation to the local plan and leisure and LGR which may impact in Q2. The consultation strategy has now been agreed which ensures consultations are at a reduced risk of challenge.
	CR007	Infrastructure Assets	16	4	12		Mike Hill; Francesca Whyley	This looks at the loss, protection and damage of physical	Asset management strategy needed. (SEP 25)

Page 42


Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q1 Review
							assets and takes into account the need to maintain, protect, insure and plan for unexpected loss.	Procure and asset management system (DEC 25) Review temporary accommodation for suitability and establish maintenance programme. (AUG 25) Maintenance and compliance schedules to be combined across Leisure, properties and Housing. (AUG 25) Demolition of large garage to support depot improvements. (Sep 25) Further engagement with County on drainage issues on wet side (ongoing)	actions including procurement out for surveys to temporary accommodation, contractor secured for demolition of the large garage (works commenced September) and completion of works to improve dry side drains at Carlton Forum. Good progress is being made on asset management with a plan now agreed and strategy to follow shortly. Wet side drains are still at risk but the County are now engaging well on these works and improvements and reduction in the risk level is expected in quarter2.
CR008	Legislative	12	4	6		Francesca Whyley	This refers to changes to and breaches of current	Project Plan to be developed for future waste changes for	Group established to review changing and toilet facilities across

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q1 Review
Page 43							law leading to additional workloads, fines, intervention by regulatory bodies etc.	simpler recycling March 2026 and Food Waste October 2027 (DEC 25) Prepare project plan for roll out of Martyn's Law (OCT 25) Complete Review of toilet and changing facilities (OCT 25)	assets to ensure compliance with EHRC guidance once finalised H and S team and legal are making preparations for implementation of Martyn's law. Good progress on Procurement Act implementation with new procurement team working effectively.
	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.	Review cyber security risk register (JUL 25) Review ICT policies (AUG 25)

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q1 Review
CR010	Projects	12	4	4	↓	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.	Establishment of corporate reporting mechanism for major contracts through making meetings matter project (Sep 25) Alignment of project risk templates with Pentana (OCT 25) Develop Annual Delivery Plan timetable for 26/27 to align with budget process (OCT 25)	Quarter 1 saw a change to performance reporting on projects with a new portfolio management approach. All milestones for Q1 have been completed which shows a healthy performance rate on projects hence the overall reduced risk level as performance management processes are improving. Project templates have been reviewed action completed. Final project boards need standing up and resolve project reporting to Senior Leadership team from boards. Reduction in overall level from 6 to 4.
CR011	Fraud Bribery Misconduct	12	4	9	▬	Tina Adams	Relates to improper actions committed against the Council either internally or by	Renew Anti-Fraud Strategy - Draft Completed in discussion with	Draft new anti-fraud & corruption policy has been written and is part of the Main Financial

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q1 Review
Page 45							third parties. Including frauds, bribery, money laundering and misconduct e.g., theft, falsification of timesheets.	Internal Audit (Present to audit Committee December) Revised Departmental Fraud Risk Assessments- (Oct 2025- In Progress) Monitor take up of training - (Ogling) Fraud Communication on Staff Intranet - every 3 months Review, revise and publicise Fraud Response Plan - (March 2025) In Person training to be undertaken for staff who don't have access to a computer - (Dec 2025) Forensic review of other ICT systems including Civica - (March 2025, still need to be undertaken) User Access review and centralisation (July 2025) - Currently in	Systems Internal Audit. Take up of training is good but could still be improved, we are currently looking at an easier way to monitor. A revised corporate training programme is currently being considered for mandatory training where individual topics are focussed on for a whole month (327 FTE's have completed the training). User Access in the Core Financial System is currently being transferred over to ICT which is an action from the previous BDO report. There have been two Misconduct case which have included potential employee related fraud in the first quarter. These have been

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q1 Review
								progress	investigated and resolved. There have been no other instances of fraud reported or identified. The Risk score remains the same however this may change once the user access piece has been completed and the outcomes of the Internal Audit are known.
012	Service Standards Performance Management	9	4	6	↑	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 Establish Annual Delivery Plan timetable to align with budget process for 2026/27 (OCT 25) Review staffing in Revenues and Welfare to ensure KPIs improve	Excellent progress on changes to performance reporting with all actions on target for Q1. Missed KPIs for benefits claims and changes due to capacity require staffing review. Risk level has increased slightly due to high number of complaints in relation to waste services. Actions to improve this are linked to Capacity risk.

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q1 Review
								<p>for processing/amending claims for benefit. (OCT 25)</p> <p>Create centralised training needs analysis and plan (JUL 25)</p> <p>Review Employee/manager and Leader Standards (Jun 2025)</p>	Performance in waste services has dipped in Q1 with a spike in complaints however this is reflected through capacity risk increase and steps are already in place to mitigate this which should see improved performance in this area.
013	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>Create Register of Processing Activity in line with audit recommendations (SEP 25)</p> <p>Sign off of new IDV policy (OCT 25)</p> <p>Review Retention policies (OCT 25)</p> <p>Review DPIA processes and raise awareness (OCT 25)</p>	<p>IDV policy has been agreed by SLT for progression to Cabinet for sign off.</p> <p>DPA training is being completed across services.</p> <p>ROPA are still in progress along with DPIA reviews.</p> <p>Risk level remains unchanged.</p>

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Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q1 Review

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

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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. 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

		<ul style="list-style-type: none"> • 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. • 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

		<p>damage to the organisation's reputation.</p> <ul style="list-style-type: none"> • No or minimal external interest. • Isolated complaints • Minor accident / injury
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Report to Cabinet

Subject: Gedling Plan Quarter 1 Performance Report

Date: 29 September 2025

Author: Senior Leadership Team

Wards Affected

Borough wide

Purpose

To inform Members in summary of the position against Performance Indicators and Annual Delivery Plan Actions in Quarter 1 of 2025/26.

Key Decision

This is not a key decision.

Recommendation

THAT:

The progress against Improvement Performance Indicators for quarter 1 of 2025/26 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 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 determined within the performance management system, Ideagen.

- 1.5 This report reflects a change to the usual format in that progress against the Annual Delivery Plan is now reported and replaces the previous section on the Gedling Plan actions.

2 Proposal

- 2.1 It is proposed that Members note the current performance information for Quarter 1 of 2025/26 as set out below -

2.2 Annual Delivery Plan Actions

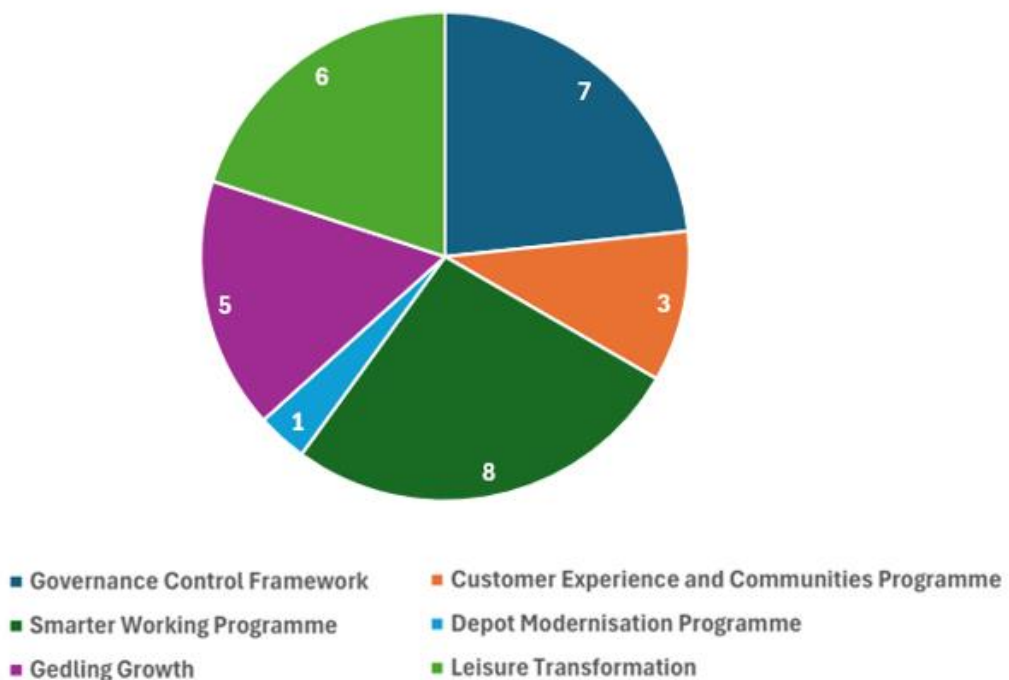
In March 2025 Cabinet agreed to the annual delivery plan with 52 actions spanning 6 themes -

- Customer Experience and Communities Programme
- Smarter Working Programme
- Depot Modernisation Programme
- Gedling Growth
- Leisure Transformation
- Governance Control Framework

- 2.3 Milestones are attached to each of these actions. The number of milestones due to be completed in Quarter 1 was 30 and completion rate is 100%. The chart below shows the number of milestones completed against each theme.

2.4

Quarter 1 - Milestones Completed Against Theme



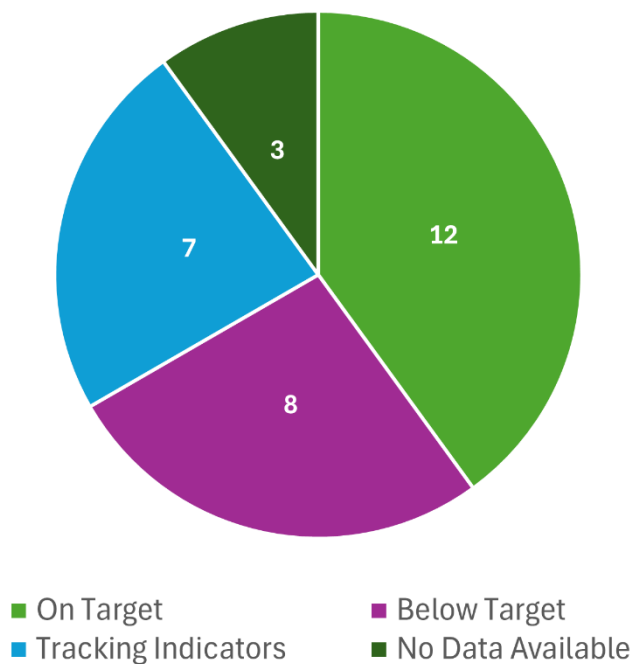
2.5 Performance Indicators

Quarter 1 Performance Indicators in 2025/26

There are 30 performance indicators which are monitored on a quarterly basis in 2025/26. In Q1, 12 of these indicators either met or exceeded their target, 8 were below target, 7 indicators are for tracking purposes only and for 3 indicators data is not available.

2.6

2025/26 Quarter 1 - Performance Indicators



2.7 Examples of particularly positive performance over the year include:

Performance Indicator	Q1 2025/26	
	Value	Target
Percentage of Business Rates Collected	29.06%	27.22%
Percentage of calls to the contact centre answered (or call back made) - 12 month rolling total	96.5%	94%

Percentage of Calls to customer service answered within SLA (40 seconds)	96%	85%
Number of affordable homes delivered (gross)	40	19
Percentage of Major planning applications processed within 13 weeks	100%	92%
Percentage of Minor planning applications processed within 8 weeks	94.74%	86%
Percentage of other planning applications processed within 8 weeks	91.75%	80%
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	43	18

2.8 The following performance indicators missed their target in Q1.

Performance Indicator	Q1 2025/26	
	Value	Target
Percentage of customers that are satisfied with overall customer service	76%	94%
37 surveys received during this time. 28 respondents were satisfied and 9 were not satisfied. All 9 negative responses were attributed to the waste service.		
Percentage of Council Tax collected	27.69%	28.44%
The collection rate for Council Tax is 0.75% behind target. Economic circumstances are having an impact, including the ongoing cost of living crisis and the migration of legacy benefits to universal credit. The benefit migration is resulting in more customers, who are on limited finances, having an amount of Council Tax to pay. There are resource gaps in the revenues team, which is further impacted during school holidays and during the start of the financial		

<p>year with annual billing priorities. The intended restructure, transformation service design and some changes in the manner we deal with post liability order cases is expected to alleviate these issues.</p> <p>Any trends will be carefully monitored and monthly targets reviewed and altered, as necessary.</p>		
Housing Benefits /Council Tax Reduction Scheme time taken to process new claims	20 days	15 days
<p>Staffing resources in the Benefits team are sufficient to cover current levels of workload, but due to recent staff changes and vacancies are not currently sufficient to cover for annual leave or any sickness that may occur in the team. In addition, recent software releases have caused some issues in the process where manual intervention has been needed to ensure claims can be processed, this has been an on-going issue for a number of months due to problems with the system provider, together with some resourcing issues has caused delays in processing times.. A staffing restructure is imminent across both the Revenue & Welfare service which aims to build some resilience in the team to ensure adequate cover is available. Current software issues are being resolved by the supplier, which will enable processing times to be reduced and get back to our internal performance targets</p>		
Housing Benefit /Council Tax Reduction Scheme time taken to process changes in circumstances	17.3 days	5 days
<p>Staffing resources in the Benefits team are sufficient to cover current levels of workload, but due to recent staff changes and vacancies are not currently sufficient to cover for annual leave or any sickness that may occur in the team. In addition, recent software releases have caused some issues in the process where manual intervention has been needed to ensure claims can be processed, this has been an on-going issue for a number of months due to problems with the system provider, together with some resourcing issues has caused delays in processing times.. A staffing restructure is imminent across both the Revenue & Welfare service which aims to build some resilience in the team to ensure adequate cover is available. Current software issues are being resolved by the supplier, which will enable processing times to be reduced and get back to our internal performance targets</p>		
Net additional homes provided	150	157
<p>The target has significantly increased and until new sites are allocated as part of Gedling's emerging Local Development Plan, it is unlikely the new target will be met.</p>		
Number of long term (over 12 months) empty homes in the Borough returned to use as a result of Gedling Borough Council intervention	16	18

Very slightly behind target by 2 properties. All 16 properties returned to use were "high risk" in accordance with the LGA guidance scoring matrix.		
Percentage of fly tipping incidents removed within 10 working days	94.54%	98%
The target has been missed in this period due to resource shortages that include vehicles and staffing.		
Working Days Lost Due to Sickness Absence (rolling 12-month total)	11.94 days	9 days
We have a number of complex cases of long-term sickness absence relating to fitness to work which are being managed with support from Occupational Health and other specialists, which has contributed to the increase in days being lost.		

2.9 Compliments and Complaints

The compliments and complaints for Q1 2025/26 show the following:

- In Q1 2025/26 the council received 74 compliments, which is about 20% fewer compliments received than in the previous quarter.
- 252 complaints were received in 2025/26, which is 123% higher rate of complaints received than in the previous quarter.
- 89% of the complaints received in Q1 2025/26 were processed in time, which is 13% higher rate of complaints processed in time than in the previous year.
- 69 MP letters were received in Q1 2025/26, which is 34% fewer MP letters than in the previous quarter.
- 77% of the total number of complaints that the council received in Q1 2025/26, related to Waste Services
- 40% of all complaints received in 2024/25 were classified as justified.

2.10 Achievements

Focussed on deliverables from the Annual Delivery Plan, key achievements identified for particular attention during quarter 1 include:

- Successfully delivered the May 2025 election by executing the project plan, meeting all statutory deadlines, and ensuring accurate completion of postal voting, verification, and counting processes.
- Launch of the Leisure Transformation microsite in June 2025 as part of the consultation and stakeholder engagement programme.
- UK Shared Prosperity Fund proposals to achieve impact against the Council's priorities approved, giving confidence for our UKSPF 25/26 project delivery schedule.
- First phases of the implementation of new Customer Relationship Management and Waste Management Systems are in progress as planned and on track for delivery.

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 Annual Delivery Plan.

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 – 2025/26 Performance Indicator - Quarter 1 Report
Appendix B – Annual Delivery Plan Actions - Quarter 1 Report

9 Background Papers












- 9.1 None identified.

10 Reasons for Recommendations

- 10.1 To ensure Members are informed of the performance against the Annual Delivery Plan.





Appendix A


Performance Indicators for Q1 2025/26

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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Customer Engagement

PI Code & Short Name	Managed by	Ownership Portfolio Owners	Q1 2025/26			Trend compared to previous quarter	Quarterly Status	Latest Note
			Value	Target	Year to Date			
LI 315 Volume of unique visits to Council website	Customer engagement	Deputy Leader Resources and Performance	92,000	N/A	92,000			
LI052 Percentage of calls to the contact centre answered (or call back made) - 12 month rolling total	Customer engagement	Deputy Leader Resources and Performance	96.5%	94.0%	96.5%			

PI Code & Short Name	Managed by	Ownership Portfolio Owners	Q1 2025/26			Trend compared to previous quarter	Quarterly Status	Latest Note
			Value	Target	Year to Date			
LI252 Percentage of customers that are satisfied with overall customer service	Governance and Democracy	Deputy Leader Resources and Performance	76%	94%	76%	N/A		37 surveys received during this time. 28 respondents were satisfied and 9 were not satisfied. All 9 negative responses were attributed to the waste service.
LI411 Number of customers attending outreach hubs	Customer engagement	Deputy Leader Resources and Performance	47	N/A	47			
LI5002 Percentage of Calls to customer service answered within SLA (40 seconds)	Customer engagement	Deputy Leader Resources and Performance	96%	85%	96%	N/A		
LI5003 Avoidable contact indicator	Customer engagement		N/A	N/A	N/A	N/A		

Environment

PI Code & Short Name	Managed by	Ownership Portfolio Owners	Q1 2025/26			Trend compared to previous quarter	Quarterly Status	Latest Note
			Value	Target	Year to Date			
LI5001 Street cleanliness sampling	Environment		N/A	N/A	N/A	N/A	N/A	
LI5005 Percentage of collected bins			N/A	N/A	N/A	N/A	N/A	

Financial Services


PI Code & Short Name	Managed by	Ownership Portfolio Owners	Q1 2025/26			Trend compared to previous quarter	Quarterly Status	Latest Note
			Value	Target	Year to Date			
LI016 Percentage of Council Tax collected	Revenues and Welfare Services	Deputy Leader Resources and Performance	27.69%	28.44%	27.69%	⬇️	⚠️	The collection rate is 0.75% behind target which is likely to be caused by the wider economic situation with, for example, inflation increasing sharply in recent months and the ongoing cost of living crisis as well as inaccuracies in the estimate caused by

PI Code & Short Name	Managed by	Ownership Portfolio Owners	Q1 2025/26			Trend compared to previous quarter	Quarterly Status	Latest Note
			Value	Target	Year to Date			
								<p>fluctuations in the amounts collected from month to month.</p> <p>Any trends will be carefully monitored and monthly targets reviewed and altered as necessary.</p>
LI017 Percentage of Business Rates Collected	Revenues and Welfare Services	Deputy Leader Resources and Performance	29.06%	27.22%	29.06%	↓	✅	
LI018 Percentage of invoices paid within 30 days	Financial Services	Deputy Leader Resources and Performance	99.03%	99.00%	99.03%	↓	✅	
LI074 Housing Benefits /Council Tax Reduction Scheme time taken to process new claims	Revenues and Welfare Services	Life Chances and Vulnerability	20 days	15 days	20 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</p>


PI Code & Short Name	Managed by	Ownership Portfolio Owners	Q1 2025/26			Trend compared to previous quarter	Quarterly Status	Latest Note
			Value	Target	Year to Date			
								challenges due to resource constraints.
LI075 Housing Benefit /Council Tax Reduction Scheme time taken to process changes in circumstances	Revenues and Welfare Services	Life Chances and Vulnerability	17.3 days	5 days	17.3 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.

Housing and Resettlement

PI Code & Short Name	Managed by	Ownership Portfolio Owners	Q1 2025/26			Trend compared to previous quarter	Quarterly Status	Latest Note
			Value	Target	Year to Date			
LI086 Average length of time spent in temporary accommodation (in	Housing and Resettlement	Life Chances and Vulnerability	36 wks.	N/A	36 wks.	↓	📈	

PI Code & Short Name	Managed by	Ownership Portfolio Owners	Q1 2025/26			Trend compared to previous quarter	Quarterly Status	Latest Note
			Value	Target	Year to Date			
weeks)								
LI410 Total number of family households in B&B at the end of the month	Housing and Resettlement	Life Chances and Vulnerability	1.7	N/A	1.7	↑		

Leisure

PI Code & Short Name	Managed by	Ownership Portfolio Owners	Q1 2025/26			Trend compared to previous quarter	Quarterly Status	Latest Note
			Value	Target	Year to Date			
LI027 Number of visits to leisure centres	Communities, Leisure and wellbeing	Health and Wellbeing Lifestyles	340,290	285,750	340,290	↓	✓	
LI027f Number of attendances - Bonington Theatre	Communities, Leisure and wellbeing	Health and Wellbeing Lifestyles	12,406	N/A	12,406	↓		

Planning and Planning Policy



PI Code & Short Name	Managed by	Ownership Portfolio Owners	Q1 2025/26			Trend compared to previous quarter	Quarterly Status	Latest Note
			Value	Target	Year to Date			
NI154 Net additional homes provided	Development and Place	Sustainable Growth and Economy	150	157	150	↑	⚠	The target has significantly increased and until new sites are allocated as part of Gedling's emerging Local Development Plan, it is unlikely the new target will be met.
NI155 Number of affordable homes delivered (gross)	Development and Place	Sustainable Growth and Economy	40	19	40	↑	✅	
NI157a Percentage of Major planning applications processed within 13 weeks	Development and Place	Sustainable Growth and Economy	100.00%	92.00%	100.00%	-	✅	
NI157b Percentage of Minor planning applications processed within 8 weeks	Development and Place	Sustainable Growth and Economy	94.74%	86.00%	94.74%	↑	✅	

PI Code & Short Name	Managed by	Ownership Portfolio Owners	Q1 2025/26			Trend compared to previous quarter	Quarterly Status	Latest Note
			Value	Target	Year to Date			
NI157c Percentage of other planning applications processed within 8 weeks	Development and Place	Sustainable Growth and Economy	91.75%	80.00%	91.75%	↑	✓	



Public Protection

PI Code & Short Name	Managed by	Ownership Portfolio Owners	Q1 2025/26			Trend compared to previous quarter	Quarterly Status	Latest Note
			Value	Target	Year to Date			
LI 314 Number of rented households with health and safety hazards that fall below the minimum legal standard that have been remediated following the council's intervention	Public Protection	Public Protection Portfolio	43	12	43	↑	✓	
LI081 Level of recorded anti-social behaviour across	Public Protection	Public Protection Portfolio	3.27	N/A	3.27	▬	📈	

PI Code & Short Name	Managed by	Ownership Portfolio Owners	Q1 2025/26			Trend compared to previous quarter	Quarterly Status	Latest Note
			Value	Target	Year to Date			
Gedling Borough (per 1000 population)								
LI118 Number of long term (over 12 months) empty homes in the Borough returned to use as a result of Gedling Borough Council intervention	Public Protection	Sustainable Growth and Economy	16	18	16	↑	🛑	Very slightly behind target by 2 properties. All 16 properties returned to use were "high risk" in accordance with the LGA guidance scoring matrix.
LI133 Number of fly tipping incidents reported to Gedling Borough Council	Community Protection	Public Protection Portfolio	293	N/A	293	↑	📊	
LI276 Percentage of food premises scoring 4 or 5 in the national food hygiene rating scheme	Public Protection	Public Protection Portfolio	95%	95%	95%	▬	✅	
LI346 Percentage of fly tipping incidents removed within 10 working days	Community Protection	Public Protection Portfolio	94.54%	98%	94.54%	↓	⚠️	The target has been missed in this period due to resource shortages that include vehicles and staffing.

PI Code & Short Name	Managed by	Ownership Portfolio Owners	Q1 2025/26			Trend compared to previous quarter	Quarterly Status	Latest Note
			Value	Target	Year to Date			
LI419 Number of anti-social incidents reported to Council	Community Relations	Public Protection Portfolio	71		71			

Workforce

PI Code & Short Name	Managed by	Ownership Portfolio Owners	Q1 2025/26			Trend compared to previous quarter	Quarterly Status	Latest Note
			Value	Target	Year to Date			
LI006 Working Days Lost Due to Sickness Absence (rolling 12-month total)	Workforce	Deputy Leader Resources and Performance	11.94 days	9.00 days	11.94			We have a number of complex cases of long-term sickness absence relating to fitness to work which are being managed with support from Occupational Health and other specialists, which has contributed to the increase in days being lost.

Annual Delivery Plan Actions - Quarter 1 Report

Annual Delivery Plan Action	Quarter 1 - Milestone	Status	Target Date	Delivery Theme
Designed and be implementing a new internal operating model for customer services.	001 - Develop and gain approval for conceptual target operating model design	Completed	Jun-25	Customer Experience and Communities Programme
Created, consulted on and embedded a new Consultation Strategy (supporting engagement in the design of services).	001 - Develop new consultation strategy	Completed	Jun-25	Customer Experience and Communities Programme
Implemented a new ID and verification approach	001 - Understand existing verification approach	Completed	Jun-25	Customer Experience and Communities Programme
Implemented the first phases of a waste management system and integration with CRM, improving end to end processes and creating self-service options for customers	001 - Data load 1 and 2 complete in test system (Domestic)	Completed	May-25	Depot Modernisation Programme
Completed existing projects including the sale of Killisick and completion of Hillcrest business units.	001 - Killisick - Exchange contracts	Completed	Jun-25	Gedling Growth
	003 - Hillcrest - Completed Build	Completed	Jun-25	Gedling Growth
	004 - Hillcrest - Marketed industrial units	Completed	Jun-25	Gedling Growth
Aligned funding from the UK Shared Prosperity Fund to achieve impact against the Council's priorities.	001 - Seek internal approvals for 2025/26 proposals	Completed	Jun-25	Gedling Growth
	002 - Procure Programme Management consultancy to support programme administration	Completed	Jun-25	Gedling Growth

Have implemented improved risk control, implemented and embedded the Risk Management Strategy and supporting technology / reporting capabilities.	001 - Workshop with Risk Owners to Review Risks for 2025/26	Completed	May-25	Governance Control Framework
Ensure risk is managed effectively within services and via Corporate Risk Group.	001 - Embed new regular risk boards are moved to BAU	Completed	May-25	Governance Control Framework
	002 - Deliver training managers on use of Risk system	Completed	May-25	Governance Control Framework
Improved reporting up and down, including budgetary grip within services, and risk position / mitigation with oversight at SLT.	001 - Deliver training managers on use of Risk system	Completed	May-25	Governance Control Framework
	004 - Training on financial regulations to Assistant Directors	Completed	May-25	Governance Control Framework
Implemented portfolio management (standard management of projects, centralised oversight and reporting, capacity and dependency management)	001 - Creation of maturity matrix and clear plan of the progression of the maturity of the portfolio	Completed	Jun-25	Governance Control Framework
	002 - Creation and collation of Transformation Central Portfolio Log (Accurate centralised record of all programmes and projects)	Completed	Jun-25	Governance Control Framework
Determined the future for all our Leisure Centre sites, through Business Cases Analysis and Feasibility Studies.	001 - Agree a Workforce Strategy for Leisure Transformation	Completed	May-25	Leisure Transformation
Completed a feasibility study for a theatre / cinema	001 - Consult on RIBA Stage 2 Plans for a new Arts Venue	Completed	Jun-25	Leisure Transformation
Agreed an Outline Business Case, Design Plan and Funding Strategy for the development of new leisure and cultural facilities for Arnold Town Centre	001 - Consult on RIBA Stage 2 Plans for a new Leisure Centre in Arnold	Completed	Jun-25	Leisure Transformation

Undertaken stakeholder and community engagement regarding the future of our leisure centre service	001 - Agree a Consultation and Engagement Strategy for Leisure Transformation	Completed	May-25	Leisure Transformation
	002 - Launch Leisure Transformation microsite	Completed	Jun-25	Leisure Transformation
Completed the annual review of the Playing Pitch and Outdoor Sport Strategy and determined priority sites for future investment	001 - Review the Football Foundation's proposed Gedling Local Football Facility Plan.	Completed	Jun-25	Leisure Transformation
Created and rolled out a new approach to Learning and Development across the organisation, including for employees and members.	001 - Create an organisation wide Training Needs Analysis	Completed	Jun-25	Smarter Working Programme
Improved performance management, including a new PDR process.	001 - Brief managers and staff in the new process	Completed	Mar-26	Smarter Working Programme
Worked with members to determine the ICT and devices they need to operate effectively.	001 - Complete workshops with members to gather feedback and requirements.	Completed	Apr-25	Smarter Working Programme
	002 - Finalise devices and specification	Completed	Apr-25	Smarter Working Programme
Developed an Asset Management Plan and Strategy including a full understanding of compliance position, stock condition and cyclical maintenance costs so that we optimise assets including considering options for retention, re-purposing and disposal	001 - Compile Asset Register	Completed	May-25	Smarter Working Programme
Delivered a successful election in May 2025.	001 - Executed the prepared election project plan and followed statutory timetable	Completed	Mar-26	Smarter Working Programme
	002 - Completed the postal vote process to include data management, quality assurance, issue, opening and checking	Completed	Mar-26	Smarter Working Programme

	003 - Polling day, verification and counts were completed successfully	Completed	May-25	Smarter Working Programme
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Report to Overview and Scrutiny Committee

Subject: Scrutiny work programme

Date: 29 September 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
- Gedling Plan, performance priorities and projects
- Complaints update
- Welcome and warm spaces update.

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)
- Enforcement Agents (Council Tax Bailiffs)
- Friends of Bestwood Country Park
- 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
29 Sept 2025	Councillor Viv McCrossen (confirmed) Councillor Marje Paling (Confirmed)	Risk Management Update Q1 25/26 Gedling Plan Q1 25/26	Carlton Town Board update	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	Citizens Advice Bureau (TBC)
12 Jan 2026	Councillor Lynda Pearson (TBC)	Risk Management Update Q2 25/26 Gedling Plan Q2 25/26	Complaints Update		
9 Mar 2026	Councillor Henry Wheeler (TBC)	Risk Management Update Q3 25/26 Gedling Plan Q3 25/26	Welcome and Warm Spaces Update		
Rolling issues			Rural area links – public transport offerings	Review of Gedling Plan and performance priorities/projects Review of public parks	

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