



## Agenda

# Overview and Scrutiny Committee

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Date: **Monday 12 January 2026**

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Time: **5.30 pm**

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Place: **Council Chamber**

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For any further information please contact:

**Democratic Services**

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# Overview and Scrutiny Committee

## Membership

<b>Chair</b>	Councillor Catherine Pope
<b>Vice-Chair</b>	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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# Agenda Item 2

## MINUTES OVERVIEW AND SCRUTINY COMMITTEE

**Monday 17 November 2025**

Councillor Catherine Pope (Chair)

Councillor David Brocklebank	Councillor Andrew Dunkin
Councillor Michael Adams	Councillor Rachael Ellis
Councillor Pauline Allan	Councillor Darren Maltby
Councillor Roy Allan	Councillor Ron McCrossen
Councillor Jim Creamer	Councillor Grahame Pope

Apologies for absence: Councillor Sam Smith and Councillor Russell Whiting

Officers in Attendance: M Avery, B Hopewell, E McGinlay and P Whitworth

Guests in Attendance: S Mee, D Cumberlidge, S Cox, K Francis, H Siddique, J Smith and C Williamson

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

Apologies for absence were received from Councillors Smith and Whiting.

### **22 DECLARATION OF INTERESTS.**

None.

### **23 TO APPROVE, AS A CORRECT RECORD, THE MINUTES OF THE MEETINGS HELD ON 29 SEPTEMBER 2025.**

#### **RESOLVED:**

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

### **24 PARTNERSHIP REVIEW - CITIZENS ADVICE BUREAU**

The Chair welcomed representatives from the Citizens Advice Bureau (CAB) to the Committee. As part of the council's Partnership Review Programme, the CAB delivered a presentation outlining their operational activities, current challenges, and the impact of their services on residents. Key highlights were as follows:

It was noted that the local CAB had been selected as a delivery partner in a new service providing support to residents with energy debt.

Recruitment had been scheduled to commence for up to twenty-two new members of staff. The roles had been described as skilled positions designed to expand the organisation's capacity to support residents with complex issues. It was further noted that these new roles had not only strengthened the organisation's ability to deliver vital services but had also created employment opportunities for local people.

The CAB reported that they had continued to take part in a wide range of community events to raise awareness of their services. They attended public events including the Arnot Hill event and the Kinshot Road Show, engaged in radio interviews, and participated in awareness-raising initiatives such as the "Credit Pause Café," which encouraged residents to feel comfortable discussing financial matters in a relaxed environment.

The CAB had highlighted the essential contribution made by volunteers, who had undertaken a variety of roles including advice provision, administration, research, fundraising, and trustee responsibilities. It was noted that volunteers had collectively contributed over nine thousand hours during the previous year, which had been formally recognised when the High Sheriff of Nottinghamshire had presented an award acknowledging their service. It was also explained that volunteering had helped individuals develop new skills and confidence, with some volunteers progressing into employment, including apprenticeship programmes.

Citizens Advice provided an overview of the Advice on Prescription program, which had been delivered for approximately three years across several primary care networks. This service enabled GPs and Social Prescribing to refer residents directly to Citizens Advice for support with non-medical challenges contributing to poor wellbeing. It was reported that the program had been highly valued by health professionals who often struggled to address these complex social issues during clinical appointments. The program was nominated for an Integrated Care Board Health Award.

The CAB shared case studies demonstrating the positive outcomes achieved through their services. One case involved a resident who received support to successfully claim a backdated severe disability payment amounting to approximately fourteen thousand pounds, enabling essential improvements to their home. Another case related to a resident who had been underpaid Employment Support Allowance; following support from Citizens Advice, the resident secured the correct entitlement, using the funds to install a walk-in shower. This adaptation not only improved their wellbeing but also prevented potential injuries.

The Chair then gave Members the opportunity to ask questions of the CAB.

Members queried what the CAB expected their main challenges would be over the next 12 months.

It was noted that the cost of living crisis would be the most difficult issue to contend with going forward.

Members had commended the work of the volunteers and had queried the methods used by the CAB to recruit new members.

It was noted that the CAB had opened recruitment programmes over a period of two to three weeks; however, it was further noted that recruitment had been less of an issue compared to the CAB's limited resources to support the volunteers.

Members queried how successful the managed migration programmes to Universal Credit were.

It was noted that the managed migration programme was expected to complete by early 2026 with great success.

Members had noted that charities were experiencing funding pressures and had asked what the CAB would have liked to achieve if such pressures were resolved.

It was noted that the CAB would have been empowered to help more residents if its funding streams had been increased. It was further noted that some social prescribing programmes had recently come to an end, which unfortunately had resulted in fewer people receiving essential support.

**RESOLVED:**

The Chair thanked the CAB for attending the meeting and the information provided.

**25**

**PARTNERSHIP REVIEW - DEPARTMENT FOR WORK AND PENSIONS.**

The Chair welcomed Sarah Cox, Partnership Manager, and colleagues from the Department for Work and Pensions (DWP) to the committee as part of the Council's partnership review programme. Sarah and colleagues gave an overview on the key areas of their work at the DWP, highlights of which were as follows:

Members noted that the Job Centre had worked in partnership with Inspire Learning to deliver Adult Learning courses. These included English language classes for individuals whose first language was not English, as well as IT skills sessions designed to enhance employability.

It was noted that the 50+ age group had been the largest demographic signing on at the Job Centre. This not only affected their financial security but also made them more vulnerable to health issues. The Job Centre, in partnership with Gedling Borough Council, had offered regular mid-life MOT health sessions at the Civic Centre.

Members noted that the DWP had regularly promoted the Council's outreach hubs across the borough, which provided local support and advice to residents who struggled to travel to the Civic Centre. Warm Home hubs had also been signposted for those who were most vulnerable or lonely.

It was noted that many residents had wished to become self-employed but were concerned that taking on such a venture could leave them financially struggling. The following support had been available to them:

- Those who were gainfully self-employed (working 50+ hours towards self-employment) had received a start-up period to allow time to reach a minimum income floor (approximately £1,600 per month).
- Free business surgeries, delivered in partnership with Gedling Borough Council, had offered one-to-one support and coaching for people during the start-up period. This included guidance on business planning, sustainability, growth strategies, and responding to business needs.

The Chair then gave Members the opportunity to ask questions of the DWP.

Members had asked what specific gaps the DWP had identified that they were unable to address for residents.

It was noted that work experience opportunities across the borough could have provided valuable experience for residents; however, such opportunities had not always been available. It was also noted that a lack of computer literacy among residents had posed a significant barrier to finding employment. While a number of providers had offered training, some residents had been resistant to pursuing it due to anxieties.

Members had asked how the fifty-plus age group could be better supported.

The DWP had emphasised the importance of confidence building and digital skills development. It was explained that gradual, supportive training had helped residents gain confidence in using digital tools.

Members had asked how homelessness referrals were followed up

The DWP had confirmed that Duty to Refer cases were followed up regularly and that officers maintained communication with housing services to track progress and ensure residents received appropriate support.

Members had queried how the DWP sought employer engagement for work experience opportunities.

The DWP had stated that partnerships with local employers and school advisers had continued to expand access to work experience opportunities.

**RESOLVED:**

To thank the DWP for attending the meeting and the information provided.

**26**

**PROGRAMME OF PORTFOLIO HOLDER PERFORMANCE.**

Members welcomed Councillor Jenny Hollingsworth, Portfolio Holder for Sustainable Growth and Economy to the meeting to examine her portfolio. Councillor Hollingsworth gave an update to members on some key happenings within her portfolio.

Some questions were received from Members in advance of the meeting, so Councillor Hollingsworth delivered a presentation to provide an update on the various areas of responsibility within her portfolio, and to answer questions.

It was noted that over ten million pounds had been collected since the introduction of the Community Infrastructure Levy in 2015. Of this amount, approximately six million pounds had been spent on community infrastructure, including over four million pounds on Colliers Way and 1.5 million pounds on Gedling Country Park. Around one million pounds had been allocated to neighbourhood infrastructure in non-parished areas, and roughly one million pounds had been passed on to the relevant parish councils in accordance with the regulations.

Members had noted that major planning applications had been under consideration in Bestwood. Chase Farm projects, including employment units, a pub restaurant, and a drive-through restaurant, had been ongoing. The development of land at Killisick Lane had been brought forward for the erection of 172 dwellings, along with a change of use at Stoke House on Stoke Lane to create 17 self-contained apartments.

It was noted that 396 applications for building regulations approval had been received for the year to date, and 21 dangerous structures had been reported and investigated by the Council. Three notices had been served to ensure that structural concerns were corrected immediately.

Members had noted that the Be Global Small Business Advice sessions had been held twice monthly at the Civic Centre, with an average of six businesses receiving support. The Business Advisor had visited all the borough's high streets, provided business support, and monitored the

health of the high streets, with follow-up support visits underway. The Business Grant Programme, delivered by Nottinghamshire County Council, had received a good level of uptake, and monthly business grant surgeries had taken place at the Civic Centre alongside monthly Grant Panels to determine grant awards.

It was noted that Futures' 'Transform Your Future' Programme had been delivered with a good level of uptake and had remained on track to deliver key UK Shared Prosperity Fund outcomes. Sector-based work academy programmes had also taken place with care providers, including Tender Loving Care Carlton and Blue Sky Care Newstead.

The Chair then gave Members the opportunity to ask questions of Councillor Hollingsworth's portfolio.

Members had queried whether the housing planned for development over the next decade had given due consideration to infrastructure such as GPs, schools, shops, and public transport.

It was noted that a great deal of work in collaboration with partners had been and would continue to be undertaken to ensure that the allocation of infrastructure was viable. It was further noted that the Council had set out its requirements in the local area development plan.

**RESOLVED:**

To thank Councillor Hollingsworth for the information provided.

**27**

**O&S ANNUAL REPORT**

The Democratic Services Manager introduced a report, which had been circulated in advance of the meeting, presenting the Overview & Scrutiny annual report to the committee.

**RESOLVED to:**

- 1) Note the report; and
- 2) Approve the report's submission to Council.

**28**

**SCRUTINY WORK PROGRAMME.**

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

It was noted that Members had expressed an interest in considering alternative options for scrutinising the work of the portfolio holders. Members had agreed to consider these options and email the

Democratic Services Manager so they could be collated into a report for Members to decide on the preferred direction going forward.

It was further noted that more information could have been circulated in advance of meetings to allow Members additional time to prepare questions.

**RESOLVED:**

To note the report.

**29**

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

None.

The meeting finished at 7.36 pm

Signed by Chair:  
Date:

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## Report to Overview & Scrutiny Committee

**Subject:** Greater Carlton Plan for Neighbourhoods

**Date:** 12 January 2026

**Author:** Assistant Director for Economic Growth & Regeneration

### **Wards Affected**

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

### **Purpose**

To provide a further update on the Greater Carlton Plan for Neighbourhoods Programme.

#### **Recommendation:**

**THAT OVERVIEW AND SCRUTINY COMMITTEE:**

**Note the further update.**

## 1. **Background**

- 1.1 On 6 March 2024, the Council was notified by the former Government that the Long Term Plan for Towns funding programme that had been originally announced in September 2023 had been extended from 55 to 75 towns and would now include Carlton. The former Government Minister confirmed that each town will receive “endowment-style” funding and support worth up to £20m over a 10-year period.
- 1.2 Gedling Borough Council, as the accountable body for the programme, subsequently established a Town Board ('the Board') and appointed Sir John Peace to the role of interim independent Chair.
- 1.3 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 would be allocated. The draft plan included interventions to address the needs and priorities of Greater Carlton and refers to the themes of the former guidance.
- 1.4 The work of the Board was stopped in December 2024 as the Labour Government paused the programme. In this period, the Board awaited the publication of a new prospectus and technical guidance by MHCLG. A transition from the Plan for Towns was driven by the need to address the disparities in funding and support for different areas across the UK. The Plan for Towns had been deemed restrictive and further flexibility was desired for its allocation of funding. A shift would also allow the programme to reflect a broader government initiative to focus on community-led change.
- 1.5 The new Plan for Neighbourhoods guidance and prospectus was published on 7 March 2025 as part of the government's plan to ensure that nowhere is left behind. The Plan for Neighbourhoods programme aims for Neighbourhood Boards to drive growth locally by improving the physical and social infrastructure of their community, delivering tangible improvements to the everyday lives of these communities by targeting three strategic priorities: thriving places, stronger communities, and taking back control. The three priorities identify a range of measures under the themes of:
  - Regeneration, high streets, and heritage
  - Housing
  - Work, productivity and skills
  - Cohesion
  - Health and wellbeing
  - Transport
  - Safety and security
  - Education and opportunity

- 1.6 Further information and guidance for the Plan for Neighbourhoods prospectus can be found through the following link:  
[Plan for Neighbourhoods: prospectus - GOV.UK](https://www.gov.uk/government/publications/plan-for-neighbourhoods-prospectus)
- 1.7 The government supported the establishment of new Neighbourhood Boards with the expectation that each board will, in partnership with their local authority, develop a '10 year Regeneration Plan', setting out their vision for the next decade alongside a more detailed 'Investment Plan' for the first 4 years of the programme. The Council, as the accountable body, was required to submit the '10 Regeneration Plan' and '4 year Investment Plan' to MHCLG by Friday 28 November 2025.
- 1.8 On 19 March 2025 Cabinet approved arrangements for the creation of a Greater Carlton Neighbourhood Board and to develop appropriate processes that would ensure compliance with the £20 million funding award.
- 1.9 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 the community and stakeholder engagement required as part of its objectives.
- 1.10 As part of the Board's re-establishment, Sir John Peace announced that he would be stepping down from his role as interim independent Chair. In April 2025, David Stewart was appointed as Sir John Peace's successor.
- 1.11 Neighbourhood Boards work in partnership with the local authority to deliver the strategic objectives of the programme, putting local people at the heart of the Regeneration Plan for their area. In the Board's mobilisation phase and in the development of its first 4-year Investment Plan, the Board has met on a monthly basis to ensure progress is reviewed and monitored. Further details on the Board membership along with other programme information can be found through the link below:  
[Greater Carlton Plan for Neighbourhoods - Gedling Borough Council](https://www.gedling.gov.uk/our-council/our-council-meetings/our-council-meetings/our-council-meetings/greater-carlton-plan-for-neighbourhoods-gedling-borough-council)
- 1.12 To comply with the requirements of the Plan for Neighbourhoods: prospectus, Gedling Borough Council, as the accountable body, confirmed its board membership and resubmitted its proposals to alter the plan's place boundaries to MHCLG on the 22 April 2025 (*Appendix 1*).
- 1.13 The proposed boundary changes include Netherfield Lagoons, Stoke Bardolph, Mapperley local centre, Lambley Lane recreational ground and

Gedling Country Park. The amendment provides opportunities to deliver projects that will enhance green spaces and the public realm within the enlarged boundary.

- 1.14 For revenue capacity, £250,000 was provided over the 2023/24 and 2024/25 financial years. An additional £200,000 of capacity funding was released at the start of the 2025/26 financial year. Capacity funding has been made available to local authorities to establish Neighbourhood Boards and undertake the community engagement in the development of their Regeneration Plans. Delivery funding will be released from the beginning of the 2026/2027 financial year, allowing the Regeneration Plan and projects to be developed in the ensuing year.
- 1.15 In June 2025, the Neighbourhood Board took part in a working group activity to review and refine the vision, investment priorities and final list of interventions identified as part of the previous Long Term Plan for Towns progressed in 2024. The findings and outcomes from the session would shape new proposals for the Greater Carlton Plan for Neighbourhoods.

The Board's considerations were informed by:

- MHCLG data
- LTPfT consultation (2024)
- Recent council consultations (including a Resident Survey from 2021 and Parks and Open Spaces Survey's from 2023 and 2024)
- Relevant recent strategies including the UKSPF and local growth frameworks.

- 1.16 Over the summer of 2025, our programme consultants, Mutual Ventures, led a targeted engagement process consulting key stakeholders to support the development of the '10 year Regeneration Plan' and '4 year Investment Plan'. With Board agreement, proposals and feedback gathered from the 2024 Greater Carlton Long Term Plan for Towns Community Consultation were considered as part of this development of the Regeneration Plan and 4-year investment plan.
- 1.17 Key findings from the Greater Carlton Long Term Plan for Towns Community Consultation 2024

727 participants completed a survey as part of a community consultation exercise between 15 July and 30 August 2024. The purpose of the campaign was to gain feedback that would support the Board in deciding how the Greater Carlton Long Term Plan for Towns funding should be expended.

Following the public survey, further targeted engagement was undertaken over the period of 1st September to 24th September 2024. The purpose of this targeted engagement was to delve deeper into challenges and opportunities raised in the first round of consultation. This round of consultation targeted three key groups through dedicated workshops and 1:1 engagement with young people, high street businesses, and larger employers.

The most common themes in the feedback received across these areas of engagement included suggestions concerning:

- The improvement of public spaces and green areas
- Support for local businesses
- The improvement of sports and leisure facilities
- An increase in community events and spaces
- Improvements in infrastructure maintenance and connectivity
- Measures to increase safety and security

Further information from the Greater Carlton Long Term Plan for Towns consultation from 2024 can be found within Appendices 2, 3 and 4.

1.18 [Summary of the Greater Carlton Plan for Neighbourhoods Targeted Engagement 2025](#)

Mutual Ventures led a targeted engagement and consultation exercise with key stakeholders between July and August 2025, to support the development of project themes that would be included in the '10 year Regeneration Plan' and '4 year Investment Plan'. To complement the extensive consultation that informed the original 10-year vision, Mutual Ventures on behalf of the Board reengaged with local organisations, businesses, and key stakeholders, through targeted one-to-one discussions. These discussions provided an opportunity to revisit priorities, assess evolving needs, and ensure that the Regeneration Plan reflects current aspirations and challenges across the Greater Carlton area, borough, and region. The further stakeholder engagement included:

- **Strategic partners**

To understand strategic priorities of key stakeholders including the East Midlands Combined County Authority (EMCCA), Police and Crime Commissioner (PCC), Nottinghamshire County Council (NCC) and education/skills providers.

- **Local organisations**

To understand likely costs, anticipated timescales and identify potential specification requirements.

- **Local businesses**

To understand the nature of current and future business requirements (business advice, business grants, employment corridor improvements etc).

- **Council projects**

To understand the scale, funding requirements and strategic alignment of GBC's corporate Gedling Plan projects.

Further information from the Greater Carlton Plan for Neighbourhoods Targeted Engagement 2025 can be found within Appendix 5.

1.19 In October 2025, it was agreed by the Board that the Greater Carlton Plan for Neighbourhoods '10-year Regeneration Plan' will focus on targeted investment and partnership working across five priority areas, that make up the Board's investment priorities:

- 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.

1.20 The Board's full Vision and Mission statement for the Greater Carlton Plan for Neighbourhoods can be found within Appendix 6.

1.21 On 30 October 2025 the Board met to approve the final proposals for the '10 year Regeneration Plan' and '4 year Investment Plan'. Both plans support the Board's ambitions of making Greater Carlton a more thriving, inclusive, and resilient community where everyone can live well, dream big, and shape their own futures.

1.22 The full '10 year Regeneration Plan' can be found for review in Appendix 7.

1.23 Greater Carlton's Plan for Neighbourhoods initial '4 year Investment Plan' sets out an exciting list of interventions that will improve the community and provide meaningful impact across the following areas:

- Support for community organisations
- Improving green spaces
- Shop front improvement grants
- Improvements to sports facilities
- Business support and advice
- Feasibility studies
- Community Learning and Development
- Local centre and high street improvements
- Improvements to Heritage Assets and Parks
- Wellbeing and social cohesion

- 1.24 The full '4 year Investment Plan' can be found for review within Appendix 8.
- 1.25 On 19 November, Cabinet approved the Regeneration Plan and 4 Year Investment Plan, as the accountable body and the documents were submitted to MHCLG before the 28 November deadline.  
A delivery group has now been established to develop projects which will deliver the 4 Year Investment Plan interventions. Further approval will be sought by the Board, prior to delivery, which will commence from 01 April 2026.

## **2 Update *Pride in Place Impact Fund 2025***

- 2.1 In the 2025 Spending Review, the Government announced funding for up to 350 places as the cornerstone of their support for communities. This includes 95 places selected for the Pride in Place Impact Fund. The funding will be delivered by local authorities in England, Scotland and Wales and targeted at areas 'in need' with the aim of building strong, resilient, prosperous, and inclusive communities (Gov.uk 2025). Further guidance on the Pride in Place Impact Fund can be found through the following link: [Pride in Place Impact Fund: prospectus - GOV.UK](#).
- 2.2 The Government has confirmed that the existing 75 Plan for Neighbourhood areas will be incorporated into the Pride in Place Programme, representing the first phase. It is advised that Local authorities, and Boards already established under the Plan for Neighbourhoods should continue to work on their regeneration plans, as well as any work on engagement and preparation for delivery of the programme, as set out in [Plan for Neighbourhoods: Regeneration Plan Guidance](#).
- 2.3 In addition to the written guidance confirming the incorporation of the Plan for Neighbourhood and Pride in Place programmes, verbal advice has been received from MHCLG confirming that there will be no material changes to our Plan for Neighbourhoods programme. It is within the gift of the Board and Council to continue under the brand of Plan for Neighbourhoods.

## **3 Alternative Options**

**N/A**

## **4 Financial Implications**

- 4.1 To date the Council have received grant determination and memorandum of understandings for the capacity funding element of the grant which is designed to enable the Council to prepare and be ready for the grant delivery period and to enable essential support functions during the delivery phase. The expenditure profile is set out in the Initial 4 Year Investment Plan at Appendix 8.

- 4.2 Whilst MHCLG representation at the Greater Nottingham Neighbourhood

Board have given verbal assurance that grant funding is secured, the Council has not yet received any formal correspondence in terms of a grant agreement notification for the Initial 4 Year Investment Plan (outside of the capacity funding mentioned above). However, this formal grant agreement is expected to be received in January 2026, in readiness for planning and preparation of the first year of delivery.

- 4.3 In line with the Council's internal processes and governance arrangements the Council will not commit any expenditure for the delivery phase until a formal grant agreement has been received.
- 4.4 Other financial considerations are set out within the body of the report and the financial obligations of the Council are set out in the Legal Implications section below.

## **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 through the duties of the Section 151 officer and compliance with the Council's Standing Orders, Financial Regulations and Contract and Procurement Rules must be followed in the delivery of the fund.

## **6 Equalities Implications**

- 6.1 The Regeneration Plan and Investment Plan include an Equalities Impact Assessment which have been formally approved by both the Board and Council to comply with its Standing Orders.

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

- 7.1 The Regeneration Plan and 4 year Investment Plan considers carbon reduction and sustainability issues and interventions.

## **8 Appendices**

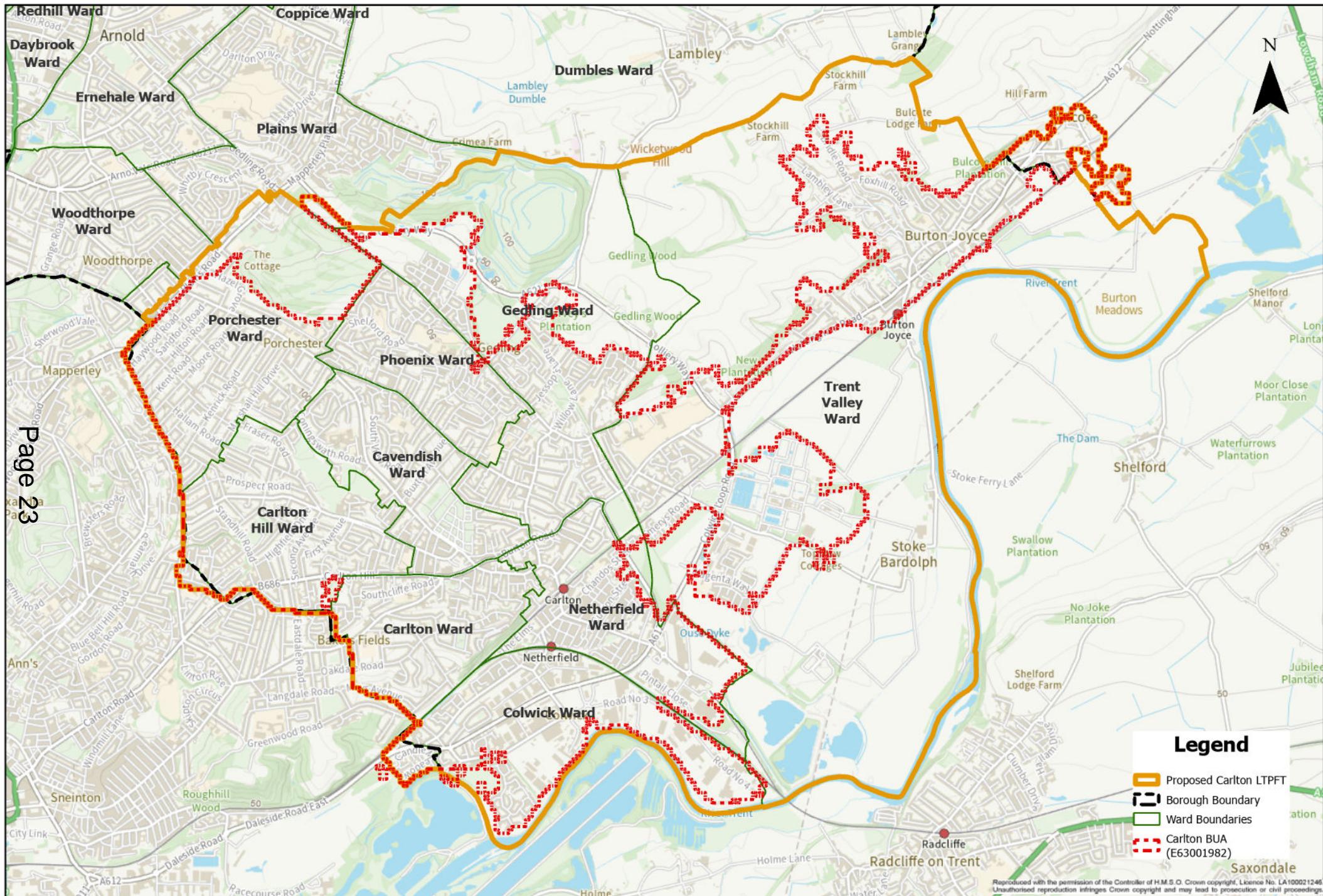
- 8.1 Appendix 1 - GCPfN Boundary change
- 8.2 Appendix 2 - GCLTPfT Round 1 consultation - Overview 2024
- 8.3 Appendix 3 - GCLTPfT Round 1 consultation - Report 2024
- 8.4 Appendix 4 - GCLTPfT Round 2 consultation - Report 2024
- 8.5 Appendix 5 - GCPfN Engagement Overview 2025
- 8.6 Appendix 6 - 10-year vision and mission
- 8.7 Appendix 7 - GCPfN 10 Year Regeneration Plan

- 8.8 Appendix 8 - GCPfN Investment Plan and Capacity Fund
- 8.9 Appendix 9 - GCPfN EIA
- 8.10 Appendix 10 - GCPfN CIA

## **9 Background Papers**

- 9.1 None identified.





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MEMO

**To:** Gedling Borough Council  
**From:** Iceni Engagement Team  
**Date:** 10<sup>th</sup> September 2024  
**Title:** Greater Carlton Long Term Plan Survey Summary Report

### **Summary of Community Survey**

---

Between July 15th and August 30<sup>th</sup> 2024, 727 member of the community completed a survey to help decide how the Greater Carlton Long Term Plan for Towns money should be spent.

The survey was made up of 8 questions, 4 questions asked respondents to rank options in order of preference and 4 were open box questions, for respondents to write additional ideas or comments.

A copy of the survey is appended to this report.

The survey included an optional 'About You' section, with the exception of providing a postcode which was mandatory. The about you section asked respondents to provide their gender, age, ethnicity, disability and relationship to Greater Carlton (resident, working in the area etc).

We have outlined a conclusion at the end of this report with recommendations on next steps, which includes analysing the data by postcode. Once completed, this report will be updated.

### **Advertising Methods**

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The following methods were used by Gedling Borough Council (GBC) to advertise the consultation locally:

- A dedicated webpage to promote consultation -  
<https://www.gedling.gov.uk/business/carlontowntboard/haveyoursay/>
- A prize draw (£50) to encourage responses.
- Social media, posters and other offline channels
- A press release promoting launch of consultation -  
<https://www.gedling.gov.uk/resident/latestnews/articles/sir-john-peace-appointed-as-independent-chair-for-greater-carlton-town-board-and-launches-consultation-on-20-million-fund.php>
- Photo opportunity at the first Carlton Town Board meeting to supplement the press release above
- Video promoting the consultation with Sir John Peace
- Email to *Latest News* subscribers about the consultation
- Intranet article aimed at GBC staff, launching the consultation to promote awareness
- Community distribution lists (tbc)
- An article included in Gedling Borough Council's Contacts magazine
- Digital TV adverts promoting consultation at all key sites (tbc)
- Attendance at local youth group to promote the consultation

## About Respondents

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The data from respondents who chose to answer the 'About You' section is summarised below:

- 708 respondents provided their postcode, with 19 choosing to write something else, for example 'pass', in this box. As outlined in next steps below, we will further analyse the data by postcode.
- 62.4% of respondents were female, 36.9% male and 0.7% chose other categories.
- Age Profile of Respondents

Age	Percentage of Respondents
35-44	21.60%
45-54	20.30%
55-64	20%
65-74	14.80%
25-34	11%
75 or over	9.60%
15-24	2.60%

\*1% of the 15 – 24 age bracket were under 17.

- Ethnic Group of Respondents

Ethnic Group	Percentage of Respondents
White British	90.20%
Other ethnic group	3.80%
Mixed or White and Black	1.70%
Caribbean multiple	1.30%
Mixed, white and Asian	1%
White, Irish	1%
Black or Black British, Car	0.70%
Mixed, White and Black, Ai	0.40%
Asian or Asian British, Indi	0.30%
Chinese	0.10%

- 55.8% of respondents identified with no-religion, 40.4% identified as Christian (including Church of England, Catholic, Protestant and all other Christian denominations), 2.3% chose 'Other', 0.7% identified as Muslim, 0.4% identified as Hindu, 0.3% identified as Buddhist and 0% identified as Jewish and Sikh.
- 83.9% of respondents identified as 'Non-Disabled' and 16.2% of respondents identified with having a disability.
- 94.6% of respondents identified as Straight/Heterosexual, 2.1% identified as Gay or Lesbian, 2% identified as Bisexual and 1.7% chose 'Other'.
- 61.5% of respondents were Employed, 27.6% Retired, 8.2% chose 'Other', 2.4% Unemployed, 1.8% Student and 0.8% were Unemployed Students.
- 94.9% of respondents were 'Local Residents', 15.9% 'Part of a Community Group', 11.5% 'Worked in the Local Area', 6.1% 'Local Business Owners', 5.2% 'Education Providers' and 5% chose 'Other'.
- The 727 responses were made up of 676 online responses and 51 paper responses.

- Respondents were also given the option to be kept informed in relation to the project, by providing their email address, 364 chose to do this.

## Survey Results

### Question 1: What do you think would benefit high streets, heritage and regeneration in the area the most?

This question was a ranking question, respondents were able to shuffle the responses in their preferred order of importance, putting the most important option at the top and the least important at the bottom.

The results are based on (Rank Position x Number of Responses for each Rank Position) divided by Total Number of Responses, to create an average overall, which is noted below in brackets below. The lower the number, the higher respondents ranked it.

698 out of 727 people answered this question.

1. The highest ranking option overall was – ‘*Provide more for young people to do in the evenings, weekends and during school holidays, working with local providers*’, (3.22 average rank, meaning lots of respondents placed it high on the priority list), followed by:
2. *Support independent retailers on local high streets* (3.95 average)
3. *Improve your local high street which could include grants for shopfronts, increased cleaning and redecoration, more street furniture and planters or improvements to public spaces* (4.17 average)
4. *Support local groups in volunteering and social action projects* (4.42 average)
5. *More events and markets - this could include specialist markets such as farmers markets and food festivals, and a mixture of events including film screenings, theatre, music production, art exhibitions* (4.47 average)
6. *Improve leisure facilities (Leisure Centres, football pitches etc) in the district* (5.25 average)
7. *Fund local sports facilities, tournaments and leagues* (6.79 average)
8. *Install flood prevention measures* (6.94 average)
9. *Invest in new and improvements to existing heritage and community buildings* (7.41 average)
10. *Support the development of the area’s visitor economy for example through local attractions, trails, tours and tourism products* (8.37 average)

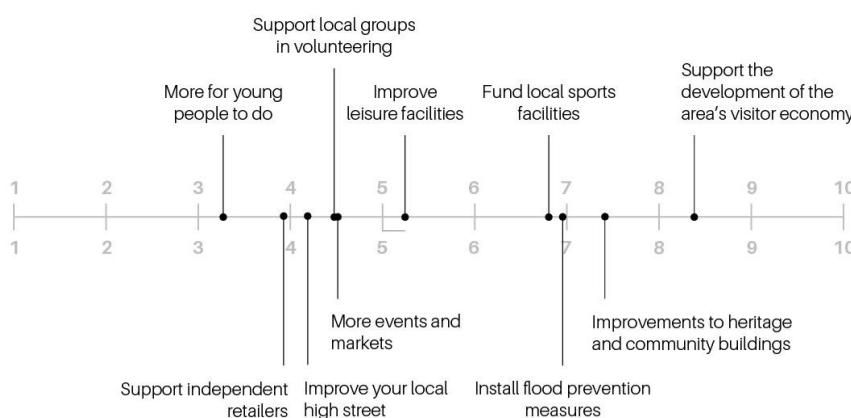


Figure 1: High streets, heritage and regeneration options, 1 = highest priority, 10 = lowest priority

**Question 2: Do you have any other specific ideas for the area's high streets, heritage or regeneration, or do you want to provide further detail on any of your responses above?**

336 out of 727 respondents chose to leave open feedback in relation to the high streets, heritage and regeneration theme.

The most common themes in the open feedback included:

**Improvement of public spaces and green areas:** Strong emphasis on enhancing parks, recreational grounds and green spaces by planting trees, wildflowers and adding seating. Maintenance, such as mowing and keeping green spaces clean were considered important.

**Support for local businesses:** Supporting local independent businesses through affordable rents and revitalising the high street by increasing the variety of shops, such as greengrocers and butchers. Improving the appearance of shop windows and improving accessibility to these areas was also mentioned.

**Sports and leisure facilities:** Better sports facilities, including the development of 3G pitches, community hubs and sports complexes. Comments also suggested providing more activities for children and youth, to promote physical and mental well-being.

**Community events and spaces:** Suggestions included creating community gardens, organising markets and offering more activities for children within community centres. A desire for more spaces where people can gather and participate in community events was also mentioned.

**Infrastructure maintenance and connections:** Better road maintenance, repairing potholes, improved public transport links, more pedestrian-friendly areas and increased parking. There is also a desire to enhance accessibility for people with mobility challenges. Requests for more benches, better road crossings and improved lighting to make public spaces more accessible, particularly for the elderly and disabled.

**Safety and security:** Increased police presence, CCTV, better street lighting and more community policing to enhance safety and reduce anti-social behaviour.

### Question 3: What do you think would benefit parks and open spaces the most?

Respondents ranked the statements in order of importance.

667 people answered this question.

1. The highest-ranking option overall was '*Improve parks - this could include new multi-use games areas, improvements to play equipment, refurbishment of sports courts and providing outdoor gyms*' (a 2.11 average), followed by:
2. *Improve recreation areas/playing fields with new multi-use games areas, improved car parking and environmental improvement plans* (2.71 average)
3. *Ensure local parks are cleaner* (3.31 average)
4. *Restore or improve pavilions within parks* (3.62 average)
5. *Improve Gedling Country Park with a heritage hub, heritage trails and/or new café* (4.43 average)
6. *Provide more for girls to do within parks* (4.82 average)

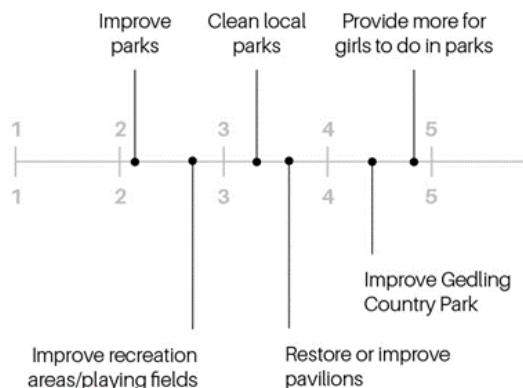


Figure 2: Parks and Open Spaces, 1= highest priority, 10 = lowest priority

**Question 4: Do you have any other specific ideas for the area's open spaces, or do you want to provide further detail on any of your responses above?**

305 out of 727 respondents chose to leave open feedback in relation to parks and open space.

The most common themes included:

**Park maintenance:** Better maintenance and cleanliness in parks, including improved litter collection, more frequent grass and tree cutting, and better general upkeep of park facilities.

**Safety and security:** Concerns about safety and security with suggestions including better lighting, CCTV surveillance, park wardens, and measures to address vandalism and anti-social behaviour.

**Facilities and amenities:** New and Improved facilities within parks, such as more public toilets, seating, cafes and improved play equipment. Suggestions also include better facilities for dog owners and more inclusive spaces for various activities such as seating for girls. A few comments mentioned some parks had received funding whereas others have been neglected and in need of upgrades.

**Community activities:** Many comments highlighted the importance of community involvement through events, activities and recreational opportunities. This includes organising community events, improving existing facilities for various age groups, and supporting local activities and sports.

**Youth and recreational spaces:** Providing and improving spaces for youth, including skateparks, play areas for different age groups, and other recreational facilities. Also better opportunities for girls in these spaces.

**Accessibility and movement:** Improving accessibility to parks and providing better facilities for people with disabilities. This includes enhancing public transport connections, providing more accessible amenities like public toilets and cafes, and ensuring that parks are user-friendly for people with disabilities. Additionally, better parking to encourage access to green spaces.

**Question 5: What do you think would benefit transport and connectivity in the area the most?**

Respondents ordered the statements in order of importance.

622 out of 727 people answered the question.

1. The highest ranking option overall was: *Improve access to nature reserves, parks and open spaces* (a 2.39 average), very closely followed by the second highest ranking option:
2. *Consider ways to improve access and ease congestion close to employment areas and retail park* (2.4 average)
3. *Improve the bus/tram/train services including passenger information* (2.75 average)
4. *Improve active travel, exploring the creation of walking and cycling links* (2.89 average)
5. *Increase access to EV charging points* (4.57 average)

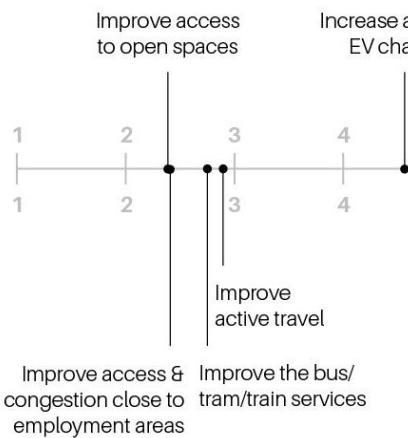


Figure 3: Transport and Connectivity, highest priority = 1, 10 = lowest priority

**Question 6: Do you have any other specific ideas for the area's transport and connectivity, or do you want to provide further detail on any of your responses above?**

252 out of 727 respondents chose to leave open feedback in relation to transport and connectivity.

The most common themes included:

**Road maintenance:** Many comments mentioned the poor state of roads and the impact this has on safety, especially potholes needing repair.

**Public transport improvements:** Improved public transport services, particularly in terms of more frequent buses and trains as well as affordability. There are also suggestions for new routes, better integration between services and introducing specific services like night buses.

**Pedestrian and cycle pathways:** Improving infrastructure for more sustainable travel, including creating and enhancing cycle lanes, pedestrian paths, and safer routes for walking and cycling.

**Accessibility and inclusivity:** Need to make public transport and infrastructure more accessible for disabled and elderly people. This includes better seating in bus shelters, accommodating those with mobility challenges, and ensuring public transport caters to all users.

**Traffic safety:** Need for improved traffic management, such as congestion, traffic lights, and the safety of pedestrian crossings. Many comments raised concerns about road safety, particularly around schools and residential areas, and suggest various improvements like mini roundabouts, better road markings, and separate walking and cycling routes.

## Question 7: What do you think would benefit the areas safety and security the most?

Respondents ordered the statements in order of importance.

662 out of 727 people answered the question.

1. The highest ranking option overall was *Introduce safer streets initiatives for example, street lighting, CCTV, hotspot policing*, (a 2.45 average)
2. *Introduce initiatives to tackle antisocial behaviour in parks* (2.92 average)
3. *Provide more resource to tackle antisocial vehicle drivers* (3.65 average)
4. *Increase security in shopping areas* (3.7 average)
5. *Support for local programmes/services to tackle antisocial behaviour* (3.72 average)
6. *Invest in crime prevention measures for example, Neighbourhood Watch, property marking* (4.55 average)

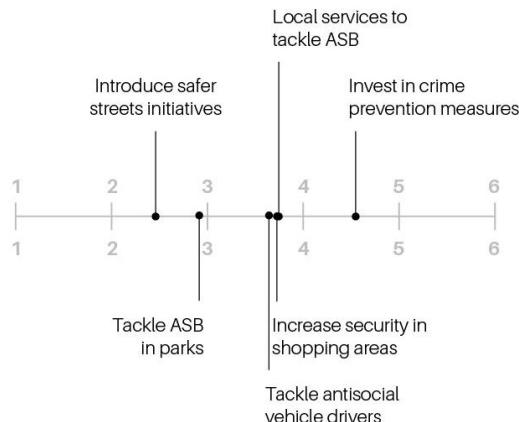


Figure 4: Safety and Security, highest priority = 1, 10 = lowest priority

**Question 8: Do you have any other specific ideas for safety or security, or do you want to provide further detail on any of your responses above?**

256 out of 727 people chose to leave open feedback in relation to safety and security.

The most common themes included:

**Increased Police presence:** Many comments mentioned the need for more police officers patrolling the streets, particularly on foot, to enhance community interaction and deter crime.

**CCTV:** There were comments suggesting installing or improving CCTV in public spaces, parks, shopping areas, and around residential areas to improve safety and prevent antisocial behaviour.

**Antisocial behaviour:** Many concerns about antisocial behaviour, as it causes issues in parks and shopping areas. Several comments also referenced reckless drivers and electric scooters.

**Traffic and road safety:** Concerns about speeding, reckless driving (as above) and the need for traffic calming measures like speed bumps and better enforcement of traffic laws were mentioned.

**Youth support:** Several responses highlighted the need for more youth programmes, workshops and activities to divert young people from antisocial behaviour and promote positive engagement with the community.

## Conclusion

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The survey was completed by 727 members of the community between July 15<sup>th</sup> and August 30<sup>th</sup> 2024.

We mainly heard from mid to older, adult residents, with 21.6% aged between 35-44 years and 20.3% aged between 45-54 years with only 2.6% aged between 15-24 years.

More women (62.4%) than men completed the survey and overall, 61.5% of respondents were currently in employment.

364 respondents said they would be willing to be contacted about the project in the future.

The results could be further analysed by postcode, to drill down into specific issues in each area and/or target areas where there was a lower response rate. The results could also be analysed by age/gender etc.

The feedback received could also be used for other projects/initiatives, not solely the Town Fund work.

The feedback can be summarised by theme, as:

### **Theme 1: High Streets, Heritage and Regeneration**

Despite not hearing from a high proportion of young people directly through the survey, *providing more for young people to do in the evenings, weekends and during school holidays, working with local providers*, was seen as most important option within this theme.

There was also a strong importance placed on independent retailers and improving the look/smartness of local high street/shopping areas. There was a desire to support local independent retailers through affordable rents and to increase the variety of shops, alongside improving general maintenance and accessibility.

Carlton Hill and Carlton Square were referenced most in terms of geographical areas in the open comments.

Potholes/ road surfacing was the most frequent comment in the open comments overall, across all themes.

Specific heritage ideas were made in the open comments, but they differed in nature.

Some respondents were also keen to talk about improvements to public spaces and green areas within this theme.

### **Theme 2: Open Green Spaces**

The highest-ranking option overall was to *improve parks - this could include new multi-use games areas, improvements to play equipment, refurbishment of sports courts and providing outdoor gyms, followed by improving recreation areas/playing fields with new multi-use games areas, improved car parking and environmental improvement plans*. Providing new multi-use games areas, improvements to play equipment and providing outdoor gyms, as well as improved maintenance, such as more frequent grass and tree cutting and better cleanliness in parks was also seen as key.

Interestingly despite more for young people being ranked first in theme 1 above, providing more for young girls to do in the parks was the lowest ranking priority in this section. In the open comments, respondents talked about the importance of providing inclusive play areas for both girls and boys and different age groups, which could explain this. Respondents also referenced the importance of improving accessibility to parking.

In relation to Gedling Park, several comments noted that it had already been invested in and the focus should be on smaller, local parks. There was also a feeling that if more money was spent on Gedling Park, it should be in relation to improving accessibility and nature.

Several people mentioned Onchan park, noting it needed new equipment.

Several comments were also made about the need for defibrillators in publicly accessible places.

Open/ green spaces featured heavily in the open feedback in this theme but also within the high street theme, as noted above, suggesting it is a key theme for the community.

### **Theme 3: Transport and Connectivity**

The highest ranking option overall was *improve access to nature reserves, parks and open spaces*, very closely followed by *considering ways to improve access and ease congestion close to employment areas and retail parks*.

Respondents placed an emphasis on accessibility and the need to introduce additional parking as well as safer routes for walking and cycling to encourage residents to visit green spaces around Carlton.

Within improving access and ease congestion to employment areas and retail park - suggestions included improved traffic light synchronisation and safer walking and cycling routes around busy retail areas.

All statements under Transport and Connectivity were closely ranked, with the exception of '*Increasing access to EV charging points*' which was noticeably lower in the scoring system.

### **Theme 4: Safety and Security**

The top theme was *introducing safer streets initiatives*, within the open comments this related to improved street lighting, CCTV and hotspot policing, particularly on foot to enhance community interaction and deter crime.

The second ranked theme was *introducing initiatives to tackle antisocial behaviour in parks* – suggestions included more youth programmes, workshops and activities to divert young people from anti-social behaviour and promote positive engagement with the community, again reinforcing the importance of young people within the feedback.

## **Next Steps**

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Following on from the Greater Carlton Long Term-Plan Survey GBC officers and the consultant team will now undertake some further consultation to supplement the results and test the feedback received so far, assisting the team in shortlisting projects in line with Government guidance.

The further consultation will involve undertaking and reporting on the following during the month of September:

1. A virtual workshop with large scale businesses in the Greater Carlton area, focussing on the 'employment corridor' e.g. manufacturing, service businesses, warehousing and logistics;
2. Outreach with high street businesses, spending a day going door to door; and
3. Overseeing the rollout of a youth workshop within two education establishments, in conjunction with the youth Mayor.

Key will be ensuring take up from community members to the proposed work outlined in the timescales available, but any feedback received will be recorded and used to supplement the survey responses.

## **Appendix 1: A copy of the Greater Carlton Long-term Plan Survey**

Greater Carlton (including Carlton Hill, Netherfield, Gedling, Colwick, Burton Joyce, Stoke Bardolph, Mapperley and Mapperley Top shops and surrounding open spaces) is part of the government's national 'Long Term Plan for Towns' programme. The government has allocated £20m to Greater Carlton, to invest in local people's priorities, over the next ten years.

The funding can be used for improving our high streets, dealing with antisocial behaviour through to creating new footpaths and cycle routes.

The fund is 75% Capital (for example improvements to shopping areas, parks or upgrades to buildings/ community facilities etc.) 25% is revenue which pays for services, people and running costs, this can be for voluntary groups and for increasing police/council resources.

Allocation and spend of the funding are being overseen by the Greater Carlton Town Board which is run by local people. The board is supported by the Council which will hold the finances. You can read more about the Greater Carlton Town Board [here](#).

People who live, work, learn or visit the Greater Carlton Town area are urged to take a few minutes to tell us how they think the money would be best spent. We have started to consider ideas, but the community know the area best.

**Your input will directly influence decision making and the survey only takes a few minutes.**

The consultation will start on 15<sup>th</sup> July and feedback is requested by 30<sup>th</sup> August 2024.

The Carlton Town Board will review the feedback in detail to decide which projects to prioritise and include in the plan. The community will continue to be involved.

If you need a paper copy of the questionnaire you can contact us here:  
[consultation@iceniprojects.com](mailto:consultation@iceniprojects.com)

Please provide your contact details if you want to be entered into the prize draw with a chance to win £50.

### **Want to know more?**

Government guidance about the funding can be found here: <https://rb.gy/9kk62d>

The government provide a list of types of projects that can be funded, these are called interventions. If you have ideas that don't fit an intervention, don't worry please tell us anyway. The full list of potential interventions can be found here: <https://rb.gy/79m4t7>

### **Return address:**

FAO: Economic Growth and Regeneration

Gedling Borough Council

Civic Centre

Arnot Hill Park

Arnold

Nottingham

NG5 6LU

## A bit about you

**Postcode:**

**What is your gender identity?**

Male / Female / Transgender male / Transgender female / Gender variant or Non-Conforming / other, please state

**What age group are you in?**

15-24

*If you are under 17, a parent or guardian must enter their name in the box below to provide permission for you to complete the survey and be entered into the prize draw:*

25-34

35-44

45-54

55-64

65-74

75+

**To which of these groups do you consider you belong?**

White, British	
White, Irish	
White, Other	
Black or Black British, Caribbean	
Asian or Asian British, Indian	
Asian or Asian British, Pakistani	
Asian or Asian British, Bangladesh	
Mixed or White and Black, Caribbean	
Mixed, White and Asian	
Chinese	
Gypsy/ Traveller	

**What is your religion?**

No religion	
Christian (including Church of England, Catholic, Protestant and all other Christian denominations)	
Buddhist	
Hindu	
Jewish	
Muslim	
Sikh	
Other	

**Do you have a disability?**

Yes	
No	

**Which of the following best describes your sexual orientation?**

Straight/Heterosexual	
Gay or Lesbian	
Bisexual	
Other	

**Please tick as many options below which apply to you:**

Employed	
Retired	
Unemployed	
Unemployed Student	
Student	

Other	
-------	--

**Please tick as many boxes below which apply to you:**

Local Resident	
Local business owner	
Working in the local area	
Part of a community group	
Education provider	
Other	

**We can spend the money within three different themes:**

- **Theme 1: High Streets, Heritage and Regeneration**
- **Theme 2: Transport and Connectivity**
- **Theme 3: Safety and Security**

**Theme 1 is High Streets, Heritage and Regeneration**

1. **What do you think would benefit high streets, heritage and regeneration in the area the most?**

**Please rank the ideas below, writing number 1 next to the most important, through to number 10 as the least important**

Idea	Rank
Provide more for young people to do in the evenings, weekends and during school holidays, working with local providers	
Support local groups in volunteering and social action projects	
Support independent retailers on local high streets	
Install flood prevention measures.	
Improve leisure facilities (Leisure Centres, football pitches etc) in the district	
Improve your local high street which could include grants for shopfronts, increased cleaning and redecoration, more street furniture and planters or improvements to public spaces	
More events and markets – this could include specialist markets such as farmers markets and food festivals, and a mixture of events including film screenings, theatre, music productions, art exhibitions.	
Fund local sports facilities, tournaments and leagues	
Invest in new and improvements to existing heritage and community buildings	

Support the development of the area's visitor economy for example through local attractions, trails, tours and tourism products	
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**2. Do you have any other specific ideas for the area's high streets, heritage or regeneration, or do you want to provide further detail on any of your responses above?**

**3. What do you think would benefit parks and open spaces the most?**

**Please rank the ideas below, writing number 1 next to the most important, through to number 6 as the least important**

Idea	Rank
Restore or improve pavilions within parks	
Improve parks - this could include new multi-use games areas, improvements to play equipment, refurbishment of sports courts and providing outdoor gyms	
Improve recreation areas/playing fields with new multi-use games areas, improved car parking and environmental improvement plans	
Improve Gedling Country Park with a heritage hub, heritage trails and/or new cafe	
Ensure local parks are cleaner.	
Provide more for girls to do within parks.	

**4. Do you have any other specific ideas for the area's open spaces, or do you want to provide further detail on any of your responses above?**

## **Theme 2 is Transport and Connectivity**

### **5. What do you think would benefit transport and connectivity in the area the most?**

**Please rank the ideas below, writing number 1 next to the most important, through to 5 as the least important**

Idea	Rank
Consider ways to improve access and ease congestion close to employment areas and retail park	
Improve access to nature reserves, parks and open spaces	
Improve active travel, exploring the creation of walking and cycling links	
Improve the bus/tram/train services including passenger information	
Increase access to EV charging points	

### **6. Do you have any other ideas for transport and connectivity, or want to provide further detail on any of your responses above?**

## **Theme 3 is Safety and Security**

### **7. What do you think would benefit the areas safety and security the most?**

**Please rank the ideas below, writing number 1 next to the most important, through to 6 as the least important**

Idea	Rank
Increase security in shopping areas	
Introduce safer streets initiatives for example, street lighting, CCTV, hotspot policing	
Introduce initiatives to tackle antisocial behaviour in parks	
Provide more resource to tackle antisocial vehicle drivers	
Support for local programmes/services to tackle antisocial behaviour	
Invest in crime prevention measures for example, Neighbourhood Watch, property marking	

**8. Do you have any other ideas for safety or security, or want to provide further detail on any of your responses above?**

**Data Consent**

Consent for storing submitted data.

Yes, I give permission to store and process my data and agree to the privacy notice:  
<https://rb.gy/mpduyz>

Please circle either:

Yes

No

Iceni Projects are managing the public consultation on behalf of Gedling Borough Council. At Iceni Projects, we are committed to maintaining the trust and confidence of those we engage through our consultation activities. In particular, we want you to know that Iceni Projects is not in the business of selling, renting or trading personal information with other companies and businesses. All information you provide is confidential and will only be used in connection with this project. We will use the information you provide to better understand the needs and aspirations of the local people to help inform the process and any contact information you provide to keep you informed about the project and consultation events we host. You are entitled to view, amend, or delete the personal information that we hold by emailing our data protection officer Madi Moraru at [consultation@iceniprojects.com](mailto:consultation@iceniprojects.com).

Those under the age of 17 will need a parent or guardians permission to complete the survey. If successful on the prize draw the prize money will be paid to the parent or guardian.

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# Greater Carlton Town Fund

**Survey Results**

**Town Board Presentation – 11<sup>th</sup> September**

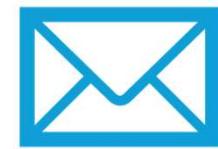
# Overview



727 responses



676 online and 51 paper

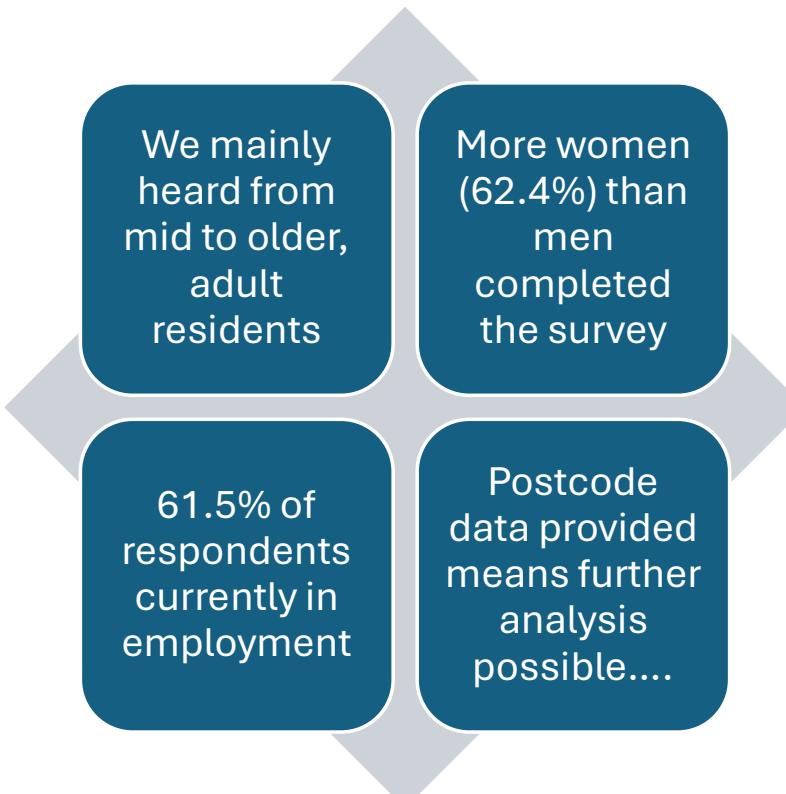


364 left email addresses to  
be contacted in the future

# The Survey

- 8 questions
  - 4 asking respondents to rank a list of priorities
  - 4 with an open box for additional ideas/ comments

# Who completed the survey?



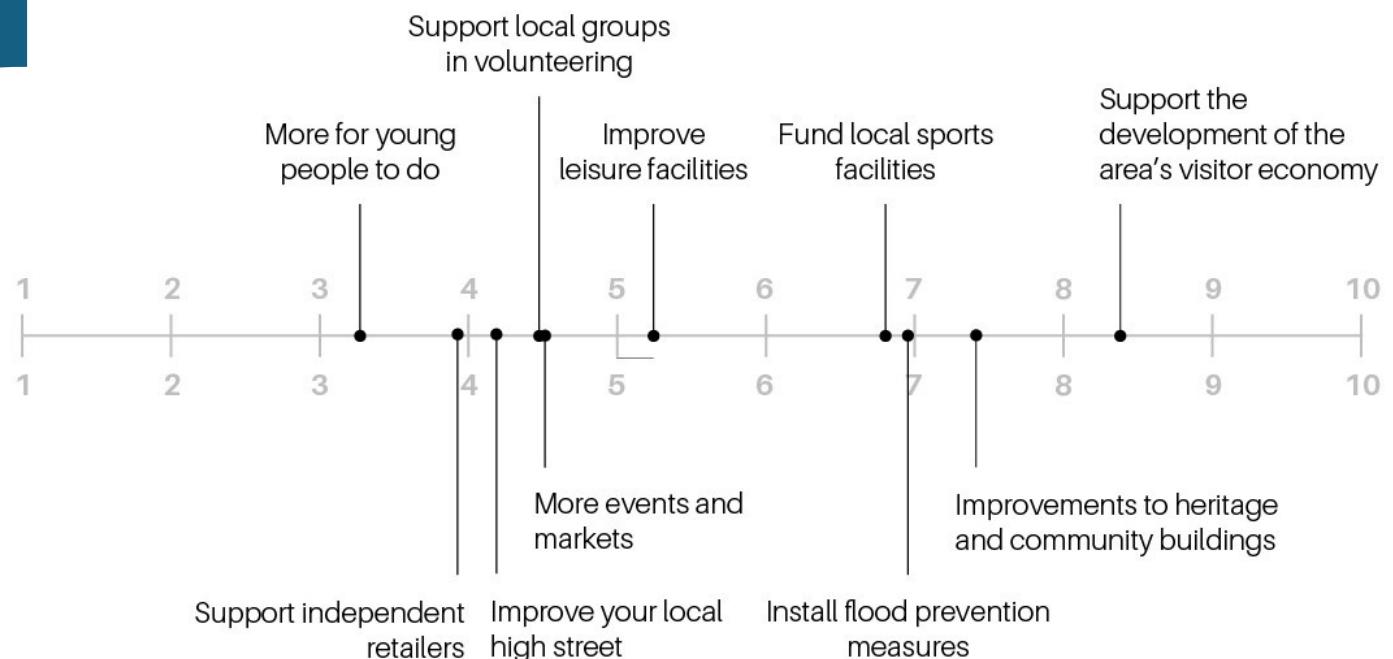
We mainly heard from mid to older, adult residents

More women (62.4%) than men completed the survey

61.5% of respondents currently in employment

Postcode data provided means further analysis possible....

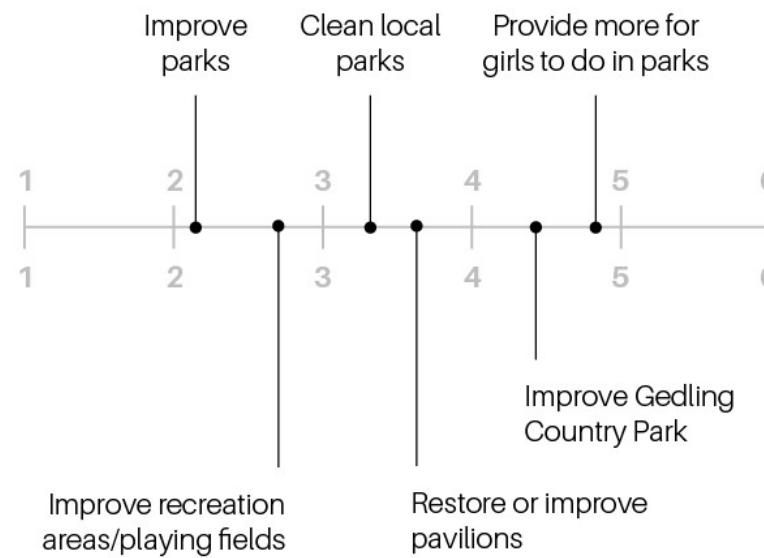
1. What do you think would benefit high streets, heritage and regeneration in the area the most? *Rank the options*



## 2. Do you have any other specific ideas for the area's high streets, heritage or regeneration? *Open feedback*

- Improvement of public spaces and green areas
- Support for local businesses
- Better sports and leisure facilities inc for young people
- More community events and spaces
- Infrastructure maintenance and connections – potholes, improved transport links and more parking
- Safety and security to reduce ASB

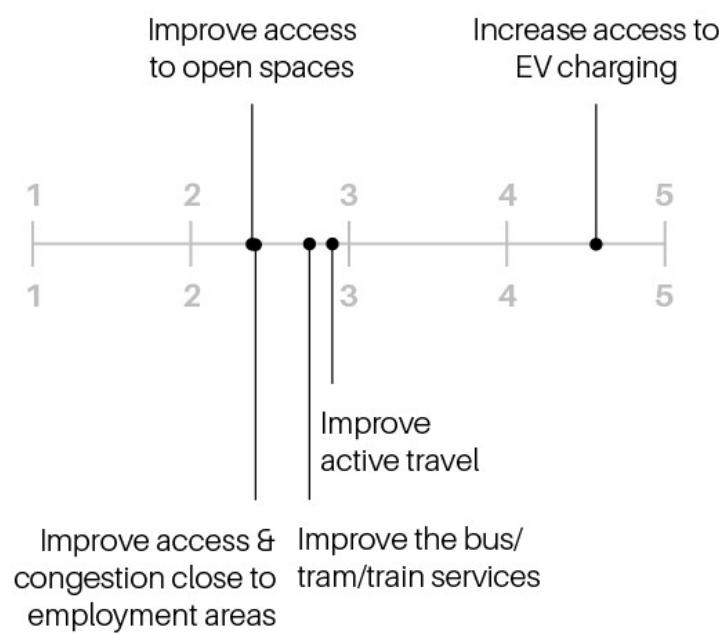
### 3. What do you think would benefit parks and open spaces the most? *Rank the options*



#### 4. Do you have any other specific ideas for the area's open spaces? *Open feedback*

- Better cleanliness and maintenance in parks
- Concerns around safety and security
- New and improved facilities and amenities – toilets, seating, cafes, play equipment
- Community activities and events
- Youth and recreational spaces
- Improving accessibility to parks and facilities within parks

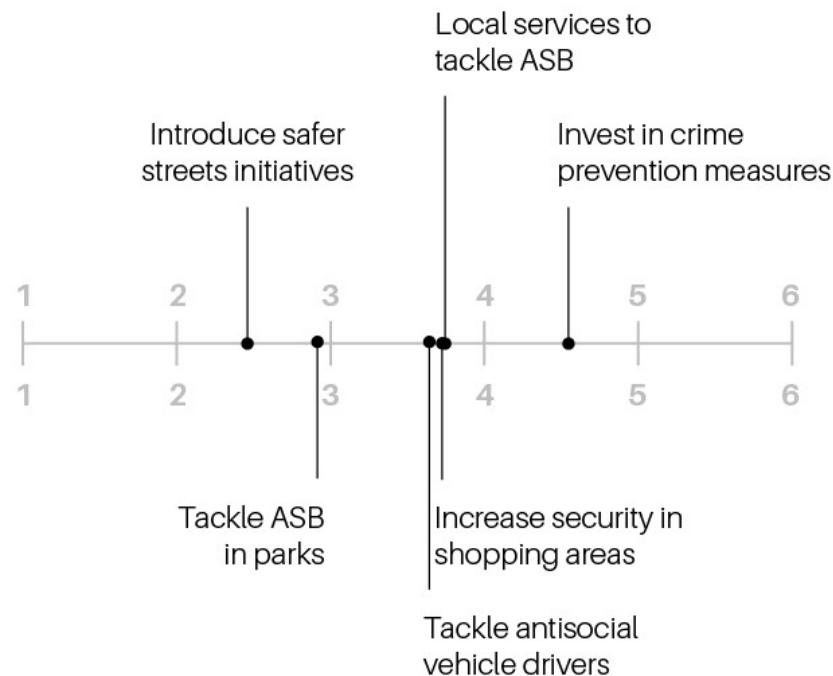
## 5. What do you think would benefit transport and connectivity in the area the most? *Rank the options*



## 6. Do you have any other specific ideas for the area's transport and connectivity? *Open feedback*

- Road maintenance – potholes
- Public transport improvements, more frequent buses and trains
- Improve infrastructure for more sustainable travel - pedestrian and cycle pathways
- Accessibility and inclusivity, especially for the elderly
- Improved traffic management

7. What do you think would benefit the areas safety and security the most? *Rank the options*



8. Do you have any other specific ideas for safety or security? *Open feedback*

- Increase Police presence
- Increase CCTV
- Tackle antisocial behaviour – parks and shopping centres
- Traffic and road safety – traffic calming methods
- Youth support – programmes within community

# Conclusion

# Conclusion - High Streets, Heritage and Regeneration

Providing more for **young people** to do in the evenings, weekends and during school holidays, working with local providers.



Support **independent retailers** - improving the look/smartness of local high street/shopping areas, affordable rents and to increase the variety of shops, alongside improving general maintenance and accessibility.



**Carlton Hill and Carlton Square** were referenced most in terms of geographical areas in the open comments.

**Potholes/** road surfacing was the most frequent comment in the open comments overall, across all themes.



**Specific heritage ideas** were made in the open comments, but they differed in nature.



Some respondents were also keen to talk about **improvements to public spaces and green areas** within this theme.

# Conclusion – Open & Green Spaces

- **Improve parks** - Providing new multi-use games areas, improvements to play equipment and providing outdoor gyms, as well as improved maintenance, such as more frequent grass and tree cutting and better cleanliness in parks was also seen as key.
- **Improve recreation areas/ playing fields** - respondents talked about the importance of providing inclusive play areas for both girls and boys and different age groups.
- Several commented that **Gedling Park** had already been invested in and the focus should be on smaller, local parks.
- Several mentioned **Onchan Park**, noting it needed new equipment.
- Also the need for **defibrillators** in public areas.



# Conclusion - Transport and Connectivity

- **Improve access to nature reserves, parks and open spaces** - emphasis on accessibility and the need to introduce additional parking as well as safer routes for walking and cycling to encourage residents to visit green spaces.
- **Improve access and ease congestion close to employment areas and retail parks** - suggestions included improved traffic light synchronisation and safer walking and cycling routes around busy retail areas.
- All statements under Transport and Connectivity were **closely ranked**, with the exception of increasing access to EV charging points





**Safer streets initiatives** - improved street lighting, CCTV and hotspot policing, particularly on foot to enhance community interaction and deter crime.

**Tackle antisocial behaviour in parks** – more youth programmes, workshops and activities to divert young people from anti-social behaviour and promote positive engagement with the community, again reinforcing the importance of young people within the feedback.



## Conclusion - Safety and Security

## Next Steps

1. A virtual workshop with large scale businesses, focussing on the 'employment corridor'
2. Outreach with high street businesses
3. Youth workshop/s, in conjunction with the Youth Mayor
3. Publish results for community view

# Greater Carlton Town Fund

**Additional Consultation  
Town Board Presentation – 25<sup>th</sup>  
September**

# High Street/Local Business Telephone Survey

- Over 200 businesses contacted, with 39 businesses (c.20%) agreeing to take part
- Covering Carlton Hill, Gedling Village, Mapperley & Netherfield
- Questions:
  - Existing challenges to their business and the high street
  - Ideas on attracting people to the high street
  - Future aspirations

# 1. What are the biggest challenges your business is facing right now?

- Financial
- Effects of COVID
- Online competition and social media
- General High Street decline
- Competition with retail parks

## 2. What do you think would help new independent shops to open on the high street?

- Providing Funding
- Promotion and advertising
- Infrastructure and improved appearance of the high street
- Both a day and night time economy (Mapperly)

### 3. What do you think would bring more people to the high street and your business?

- Better promotion and marketing
- Increase footfall and visibility
- Better variety of shops
- ~~age~~ Parking and accessibility

#### 4. How do you think the Towns Fund could help your business grow?

- Advertising and marketing
- Funding and grants
- Infrastructure and area improvements
- General support (business training, safety qualifications etc)

## 5. Where do you see your business in 5 years time?

- Uncertainty about the future
- Hopes for growth and expansion
- ~~E~~conomic and financial pressures  
~~g~~oal
- ~~R~~etirement

## Feedback Themes by Geographical Area

- **Mapperley** - *Less parking restraints, lower rents, more variety of shops and more community events to encourage people to visit in the day time.*
- **Netherfield** - *A need for more advertising and tackling traffic issues so people don't just go straight to retail park, and more events like a market at the weekend.*
- **Gedling Village** – *A better variety of shops is needed and more encouragement, such as grants, for new businesses to open.*
- **Carlton Hill** – *Lower footfall since the closure of Wilko in Carlton Square, problems with empty shops and cleanliness.*

# Larger business feedback

- Challenges were international (cost of importing materials)
- The transport links around Carlton provide good opportunities for new businesses to grow
- Business Network Launch:

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Support with website development, social media and online presence



Advice on finance and accounting



Advice on expanding from retail to wholesale



Support in understanding customer data and GDPR

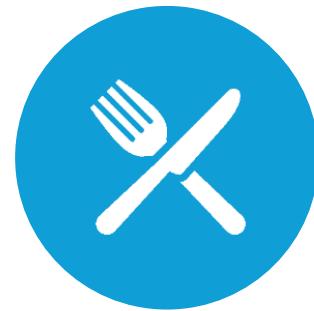
## What are the biggest challenges faced by young people in Carlton?



GETTING ABOUT  
(BUSES ARE TOO  
EXPENSIVE)



NOTHING TO DO



KNIFE CRIME



ANTI-SOCIAL  
BEHAVIOUR

# Are there any specific areas of facilities you feel need improvement?

Sad to see Colwick Skate Park close

Page 75

Improve hygiene in Forum changing rooms

Better maintenance at Astro

Keen for a basketball court

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# Outputs from engagement

# Key areas of engagement

1

## **Strategic partners**

With place leaders (EMMCA, PCC, NCC and education/skills providers)

2

## **Council projects**

(parks, sports facilities etc.)

To understand the scale, funding requirements and strategic alignment of GBC's projects

3

## **Local organisations**

To understand likely costs, anticipated timescales and identify potential specification requirements

4

## **Local businesses**

To understand the nature of current and future business requirements (business advice, business grants, employment corridor improvements etc.)

# Strategic partners

1

## Strategic partners

With place leaders (EMMCA, PCC, NCC and education/skills providers)

### Who we've met:

- NCC Transport
- NCC Youth Services
- NCC Business and Economy
- Futures
- West Notts College
- Notts College
- NTU
- Police and Crime Commissioner
- East Midlands Chamber
- NCC Regeneration
- EMCCA (business, investment and skills leads)
- DWP

### Key areas for consideration:

- Futures/West Notts/EMCCA Skills: there is significant funding for skills and everyone should be able to access it. What the Board can cover is removing blockers to this access.
- NCC Transport: Investment programmes have a pipeline of 12-18 months. For the Board to lobby.
- NCC Regeneration / EMCCA Skills: recommend a skills audit to understand the local needs and gaps best.
- NTU: keen to engage with Colwick Industrial Estate to match them with graduates and understand their needs more, learning from projects in Ashfield.
- PCC: Supportive of the plan and has identified areas for cross Notts PfN Board investments
- EMCCA: go bold with plans to attract wider investment. Recommend doing an investment pipeline to support leveraging match funding.

## Local Organisations

### **Who we've met:**

- Gedling Conservation Trust
- Netherfield Forum
- Colwick Parish Council

### **Key areas for consideration:**

- Local orgs keen to deliver and get involved and confident in their ability to get the money spent.
- Good ideas relating to events and educational activities at sites (e.g. Lagoons).
- Grants would work for Heritage Assets.
- Colwick and Netherfield Forum still keen to apply for funding for improvements to buildings. This could tie in with suggestion from NTU re assessing potential net zero improvements to assets and linking that to a grant.
- Netherfield Forum also looking to secure funding for a series of local events. Suggest a community events pot which can fund e.g. Christmas Lights and events through the year.

## Local Businesses

- Called 40+ businesses across the centres, and info shared on LinkedIn/with Board networks : **15 responses**
- Upcoming possible visit from the Permanent Secretary to the Treasury at Colwick.
- EMC and NTU business agree with the themes of our investment.

### Key areas for consideration:

- Footfall is down across Carlton Hill, Carlton Square, and Gedling Village. Businesses cite post-COVID behaviour changes and competition from larger retailers.
- Vacancy and visual decline are major concerns.
- Rent is too high for small independents.
- Business Support Needs include marketing and digital support, help with website development, online visibility, and paid marketing
- Business cited a need for grants for start-up costs, equipment, and marketing, as well as business rates relief.
- Colwick: Poor road conditions, potholes, parking issues, litter and lack of greenery make the area feel neglected.
- Aim for business clustering (B2B hubs or shared spaces) to encourage collaboration and growth.
- Desire to link businesses with community outreach (e.g. schools, youth programmes)
- Support for events and exhibitions to activate high streets and engage residents.

4

## Council projects (parks, sports facilities etc.)

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### Who we've met:

- Leisure and Communities
- Parks
- Transformation and Digital
- Economy and Skills
- Town Centre Management
- Planning Policy

### Key areas for consideration:

- Council priorities have changed over the last 12 months re specific leisure/parks projects. Teams have shared their updated priorities which fit under the agreed 'project themes'.
- Key project for leisure is the Carlton Leisure Centre which will provide significant benefits locally.
- Consideration of how the Board's investments can support other strategic priorities (e.g. delivering the aims of the Heritage Strategy).
- Need to ensure these projects have ample maintenance cover in the future.
- NB funding could amplify CIL funding already given to pavilions across the area, creating more community spaces.
- Move away from a vision for areas to delivery on the ground.

## **Greater Carlton Plan for Neighbourhoods Vision and Mission**

***Over the next 10 years, our vision is for Greater Carlton to be a place where everyone can live well, dream big, and shape their own future.***

Through our targeted investments, in a decade, Greater Carlton will be a thriving, inclusive, and resilient community where:

- Residents feel **proud** to live and work;
- Young people have **high aspirations** and **access to opportunities** that help them reach their full potential;
- **Everyone benefits** from Greater Carlton's rich network of green spaces, cultural, leisure, and heritage assets;
- Communities feel **safe, connected, and empowered**;
- Local businesses flourish, contributing to a **vibrant** and **sustainable** local economy; and
- Residents and businesses are **protected and mitigated** against the effects of climate change.

Our vision reflects the ambitions of our residents, businesses, and community organisations. It is rooted in the belief that regeneration should benefit everyone and create lasting change.

To achieve our vision, our Regeneration Plan will focus on targeted investment across our five **missions**, which act as our **investment priorities**:

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, and 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 thrive, 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.

We aim to measure progress and outcomes through robust data collection and community feedback mechanisms. Our **intended outcomes**, which would signal we have succeeded at the close of the programme, include:

- **Increased pride** in Greater Carlton among residents.
- **Improved life chances** for young people.
- Greater **use and enjoyment** of green spaces, cultural, leisure, and heritage offers.
- Stronger **feelings of community connection** and safety.
- Higher levels of **business confidence** and growth.
- Businesses and community organisations are **more energy efficient** and **sustainable**.
- Residents are **better protected** from and mitigated against the impact of climate change.

Whilst we will invest in a range of interventions that are universal and accessible for residents and businesses across the Greater Carlton area, we will also design project specifications to target investment in specific areas of need throughout the delivery of our three investment plans.

By the end of the programme, our vision of success is for our area to become a vibrant, well cared for community that empowers residents to thrive, supports the growth of independent businesses, and fosters a shared sense of pride in what has been accomplished.

# Plan for Neighbourhoods: Our 10-Year Regeneration Plan for Greater Carlton

Greater Carlton Neighbourhood Board

November 2025



# Foreword

Our Regeneration Plan for Greater Carlton marks a pivotal moment for our residents, communities, and businesses.

As a Neighbourhood Board, we have listened closely to the voices of our communities and businesses. Through extensive consultation, including surveys, workshops with young people, and direct engagement with local organisations, we have gained a deep understanding of both the barriers and the aspirations that shape our area.

The challenges we face – including limited opportunities for young people, skills gaps, health inequalities, and a perception of crime – are not unique to Greater Carlton. They echo the issues confronting the East Midlands and the nation. This only strengthens our resolve to ensure that, through this long-term investment, which forms part of the Government's wider *Pride in Place* programme, Greater Carlton can play a leading role in securing growth and increasing opportunities for all across Gedling, Nottinghamshire, and the wider East Midlands.

Each member of the Greater Carlton Neighbourhood Board feels a profound responsibility to create the conditions which enable Greater Carlton to thrive. Our 10-year vision is clear: **to make Greater Carlton a place where everyone can live well, dream big, and shape their own future.**

We will invest in our young people, support the health and wellbeing of residents, and provide local businesses with the infrastructure and tailored support they need to flourish. Our investment priorities – Skills and Learning, Youth and Aspirations, Health and Wellbeing, Local Economy and Business Growth, and Safety and Feelings of Safety – will guide our investments and actions over the coming decade.

This £20 million Plan for Neighbourhoods investment is just the beginning. By harnessing the collective power of our community and working in partnership with Gedling Borough Council, Nottinghamshire County Council, the East Midlands Combined County Authority, Nottinghamshire Police and Crime Commissioner, other Nottinghamshire Neighbourhood Boards and other key stakeholders, we will ensure that the benefits of devolution and investment are realised and shared across Greater Carlton.

On behalf of the Greater Carlton Neighbourhood Board, I want to thank every resident, business and community organisation that shared their views, ideas and ambitions. Your input has shaped our plan and will continue to guide us as we work together to support Greater Carlton to thrive over the next 10 years.

**David Stewart OBE**  
Chair of the Greater  
Carlton Neighbourhood  
Board



# Contents and Introduction

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Greater Carlton was awarded £20 million over 10 years in 2025 as part of the Government's Plan for Neighbourhoods ('PfN'), which now forms part of the Government's Pride in Place programme.

Following the announcement, Gedling Borough Council ('the Council') has worked in partnership with residents, businesses and community organisations to establish a community-led Greater Carlton Neighbourhood Board ('the Neighbourhood Board') and appoint an independent chair.

The Neighbourhood Board's first responsibility is to develop a 10-Year Regeneration Plan and 4-year investment plan. The incredibly valuable insights gathered through consultation with residents – including young people, businesses, community organisations and strategic stakeholders – provide the foundation for our Regeneration Plan.

The Neighbourhood Board has identified several investment priorities and intended outcomes that will determine the types of interventions to pursue over the period of the Plan.

Through our proposed investments, we are committed to reducing inequality and working in partnership to promote inclusive growth as part of a long-term approach that benefits everyone in Greater Carlton.

# Local context

Greater Carlton is a community of communities, each with its own distinct identity, challenges, and opportunities, spanning the electoral wards of Porchester, Carlton Hill, Cavendish, Phoenix, Gedling, Carlton, Colwick, Netherfield, and Trent Valley.

Situated within the Borough of Gedling on the north-eastern edge of Nottingham, Greater Carlton benefits from proximity to the city, with many residents commuting for work. However, despite its proximity to the city, Greater Carlton retains a strong local character, which is shaped by its industrial past.

The area's identity is deeply rooted in its coal mining and railway heritage, which has defined its physical landscape and community spirit. The former Gedling Colliery, once one of the deepest mines in Europe, is now Gedling Country Park – a symbol of regeneration and environmental stewardship. Similarly, the nature reserve in Netherfield, reclaimed from coal slurry land, has become a haven for wildlife and a cherished green space for residents. The local legacy of the railways is also significant, as Colwick marshalling yard – now the Victoria Retail Park – once served as a major hub for coal transport across the Nottinghamshire region.

Greater Carlton's story is one of transformation from an industrial heartland to a dynamic suburban area. Its population of approximately 53,000 residents reflects a mix of communities and needs, all of whom contribute to a rich social fabric.

The area is well-served by schools, leisure facilities, parks, and places of worship; it also boasts a strong culture of volunteering and participation. Sports clubs and voluntary organisations play a vital role in fostering local pride.

Economically, Greater Carlton is anchored by the Colwick Industrial Estate, Gedling's largest employment area, and is supported by a range of businesses across its retail centres. Key employment sectors include education, health, and retail, reflecting both the needs and strengths of the local population.

However, the area does face significant challenges. Health inequalities persist, with some neighbourhoods among the most deprived nationally for health outcomes. Skills gaps and barriers to further education and employment remain, particularly for young people and in deprived wards. Social trust is lower than regional and national averages, and some communities experience concentrated inequality and reduced feelings of safety. The local economy also faces pressures from declining high street footfall, shop vacancies, and the need for improved infrastructure and support.

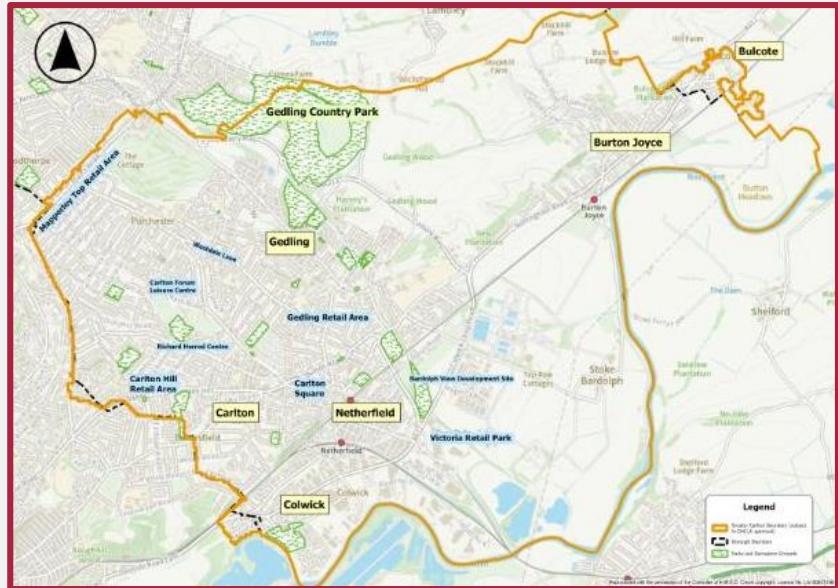
Yet, the community's evolving identity is shaped by its people – active, engaged, and proud of their place. It is this local energy that we will harness in delivering our Regeneration Plan for Greater Carlton.



# Spatial targeting

Greater Carlton is located in the south of the Borough of Gedling, which itself lies to the north-east of Nottingham. The area includes several distinct wards and communities with varying levels of need and inequality, which have shaped the Neighbourhood Board's vision and investment priorities.

In the summer of 2025, the Neighbourhood Board and Council successfully submitted an extension request to the Government's original boundary for Carlton.



This extension was designed to reflect the Neighbourhood Board's ambition to broaden the scope of its investments, incorporating Mapperley Top shops to the north-west, Gedling Country Park to the north, and the lagoons to the south.

Mapperley Top has been included due to its importance to the local economy, with a vibrant parade of independent shops and eateries. The areas, including Gedling Country Park and the nature reserve in Netherfield, were added in recognition of their cultural and heritage value, their role in connecting communities to the area's mining legacy, and their contribution to the visitor economy.

**In the delivery of the Regeneration Plan, the Neighbourhood Board's strategy is to simultaneously invest in 'universal' priorities accessible to all residents, whilst also investing in 'targeted' interventions in areas of greatest need.** Whilst the Neighbourhood Board is yet to develop specific intervention specifications, these targeted interventions will likely see investment made in:

- Netherfield, which experiences concentrated deprivation related to unemployment, skills, and health;
- Colwick, which has a distinct industrial base requiring tailored business support; and
- The retail areas of Carlton Hill, Netherfield, and Carlton Square, which have seen declining footfall and rising vacancies compared to more resilient retail areas like Mapperley Top.

Our place-based approach to investment ensures that funding is directed where it can have the greatest impact – revitalising our retail areas, supporting local businesses, improving public spaces, and addressing the specific needs of residents and communities across Greater Carlton.

# Our vision

***Over the next 10 years, our vision is for Greater Carlton to be a place where everyone can live well, dream big, and shape their own future.***

Through our targeted investments, in a decade, Greater Carlton will be a thriving, inclusive, and resilient community where:

- Residents feel **proud** to live and work;
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Our vision reflects the ambitions of our residents, businesses, and community organisations and is rooted in the belief that regeneration should benefit everyone and create lasting change.

By the end of the 10-year programme, we want Greater Carlton to become a vibrant, well cared for community that empowers residents to thrive, supports the growth of its businesses, and fosters a shared sense of pride in what has been accomplished.

To achieve our vision, our Regeneration Plan will focus on targeted investment across our five **missions**, which act as our **investment priorities**:

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# Our vision

## How we will know we've succeeded:

We aim to measure progress and outcomes through robust data collection and community feedback mechanisms. Our **intended impacts**, which would signal we have succeeded at the close of the programme, include:

- **Increased levels of pride in place** amongst residents.
- **Improved life chances** for young people.
- Greater **use and enjoyment** of green spaces, cultural, leisure, and heritage offers.
- Stronger **feelings of community connection** and safety.
- Higher levels of **business confidence** and growth.
- Businesses and community organisations are **more energy efficient** and **sustainable**.
- Residents are **better protected** from and **mitigated against** the impact of climate change.

We will invest in a range of interventions that are universal and accessible for residents and businesses across the Greater Carlton area, as well as specific, targeted interventions that target investment in specific areas of need throughout the delivery of our three investment plans.



# Strategic case for change

## Our strategic case for change is grounded in a robust evidence base and extensive stakeholder engagement.

This includes insights gathered through deep local engagement, the ZenCity pulse survey results commissioned by MHCLG, and learnings from a range of consultation exercises that have occurred over the past five years.

In addition to these insights, we have developed a comprehensive body of evidence that has guided decision-making throughout the development of our Regeneration Plan. This evidence draws on data provided by MHCLG in the official data pack and is supplemented by further local analysis that reflects the extended Greater Carlton boundary.

The resulting evidence of need and opportunity, combined with the themes emerging from community engagement, forms the foundation of our Theory of Change, which is outlined in **Appendix A**. Each Theory of Change, developed based on the PfN themes defined by MHCLG, identifies:

- The local challenges (as described within the strategic case for change);
- The feedback received from local stakeholders during both rounds of consultation;
- Supporting evidence to provide further detail on the scope and scale of each challenge and opportunity;
- The impact that each challenge currently has on local stakeholders; and
- The role to be played by the Neighbourhood Board's investment priorities, in terms of addressing local challenges and realising improved outcomes.

Our strategic case for change has been developed in alignment with the PfN investment themes.

## Education and Opportunity

*Challenge: A lack of accessible and inclusive provision designed to promote positive behaviours for adults and young people*

Greater Carlton faces a persistent challenge in providing accessible and inclusive opportunities for both adults and young people. Consultation feedback revealed that a significant proportion of young people feel unsafe in open spaces within Greater Carlton, and that there is a notable shortage of positive activities and events available.

Young people, when engaged in workshops, reported feeling unsafe in open spaces, concerns about knife crime, ASB, and a general feeling that there is 'nothing for them to do' in the area.

A wider reduction in youth services funding has exacerbated these issues of a lack of opportunity, as seen by Nottinghamshire County Council's youth services budget falling by **£8.8 million** between 2012 and 2018.

In contrast to these challenges, Research by the Department for Culture, Media and Sport, in collaboration with UK Youth, shows that young people who access youth services as teenagers are happier, healthier, and more involved in their communities.

To address this, the Neighbourhood Board will target investment in green spaces, focusing on improving their access and safety, as well as working with local partners and community organisations to develop activities for young people to participate in.

# Strategic case for change

## *Challenge: Barriers to accessing further education*

Barriers to further education and skills provision persist, particularly around local availability of services and transport to colleges. Public transport limitations, including a lack of direct bus services, restrict access to learning and employment opportunities, as highlighted in the Council's Economic Growth Framework (March 2025).

While Greater Carlton generally possesses skills levels in line with the national average, Netherfield stands out for having a higher proportion of residents with no qualifications, and both Cavendish and Netherfield have significantly **lower percentages of the population with Level 4+ qualifications** compared to regional averages (ONS Census, 2021).

To address this, the Neighbourhood Board will engage with local employers to gain a detailed understanding of the skills needs that are unique to Greater Carlton. Based on these insights, the Neighbourhood Board will identify targeted investments that address local priorities and complement existing initiatives at both the EMCCA and County level.

## **Social Cohesion**

### *Challenge: Low levels of social trust*

Social trust in Greater Carlton is notably lower than regional and national averages. MHCLG data (2025) shows social trust scores of **-7%** in Carlton, compared to **-3%** in Gedling and **-3%** nationally.

More granular ward-level data reveals even lower scores in the Medium Super Output Areas (MSOAs – medium geographic areas used for statistical reporting) of Carlton (**-13%**), Netherfield & Colwick (**-13%**), and Gedling North (**-12%**).

The Council's Residents Survey (2021) further highlights these challenges, with only 62% of Carlton Hill residents and 58% of Netherfield and Colwick residents agreeing that their local area is a place where people get on well together.

These figures point to a need for the Neighbourhood Board to focus on targeted interventions to build stronger social networks and foster a greater sense of belonging.

## **Health and wellbeing**

### *Challenge: concentrated pockets of inequality, including health inequality*

Health inequality remains a significant concern in Greater Carlton. When looking at health deprivation at a Lower Super Output Area (LSOA) level – small geographic areas used for statistical reporting – several areas, including Cavendish (014G), Netherfield (015B, 015C, 015D), and Carlton (014D), are among the most deprived nationally for health outcomes.

# Strategic case for change

Further, areas of the Cavendish ward fall within the bottom 20% of deprived wards in England (Indices of Deprivation, 2019).

To address these disparities, the Neighbourhood Board will both directly invest in and provide grants to support the Council, local community groups, and service providers to improve leisure and sport facilities across Greater Carlton. This includes enhancing access to these services to ensure they are inclusive and accessible. Further, the Neighbourhood Board will fund a Community Connector, who will play a vital role in linking identified local need with available provision.

## *Challenge: Promoting access and use of green spaces and outdoor facilities*

Through consultation exercises, residents, including young people, raised multiple issues regarding the safety, condition, and accessibility of open spaces and sports facilities.

Additionally, the Parks and Open Spaces Survey (2024) found that **72% of respondents were either 'dissatisfied' or 'very dissatisfied'** with the area's parks and open spaces, highlighting a significant opportunity for improvement.

Consultation identified the improvement of public and green spaces as a key investment priority, alongside enhancements to sports and leisure facilities. Interventions suggested include improving the cleanliness and maintenance of parks, providing new and improved amenities (such as toilets, seating, cafes, and play equipment), holding more community activities and events, creating recreational spaces for young people, and improving accessibility to parks and facilities.

The Neighbourhood Board recognises the vital contribution of parks, green spaces, and outdoor sports facilities to Greater Carlton's social and economic wellbeing and has made investment in these assets a priority, with the ambition of improving residents' health and wellbeing.

## **High streets, heritage and regeneration**

### *Challenge: Reviving our high streets*

As seen in the MHCLG data pack, commercial vacancy rates across Greater Carlton have remained relatively stable since 2019 and are broadly in line with the national average.

However, Netherfield retail centre notably underperforms both local and national averages, with a significant number of vacant commercial premises and several units in poor repair, which detracts from the vibrancy of the area.



# Strategic case for change

Across Greater Carlton, retail centres and high streets lack appeal and attractiveness to potential visitors, with reduced investment leading to an incohesive identity and challenges in attracting footfall and increasing visitors' dwell time.

The absence of attractions such as markets or events compounds these issues, resulting in a loss of vibrancy and economic activity. Feedback gathered through consultation highlighted strong support for interventions such as supporting independent retailers, improving the local high street, and creating more markets and events. Respondents also prioritised affordable rents and grants for local independent businesses, increasing the variety of shops, improving the appearance of shops and surrounding areas, and making high streets more accessible through better pavements.

During 1:1 engagement sessions, local businesses expressed concerns about the general decline of the high street and competition from retail parks, while also identifying opportunities in business promotion, advertising, infrastructure improvements, and developing night-time economies, as seen in recent developments at Mapperley Top Shops.

To address this challenge, the Neighbourhood Board's proposed investments within the first 4-year investment plan include funding a visioning and activation study which will identify and fund works required to improve and activate each retail area, including shopfront improvement grants and public art.

*Challenge: Lack of a strong heritage offer, impacting tourism offer and visitor numbers*

Gedling ranks **261st out of 316** in the Royal Society of the Arts ('RSA') Heritage Index (2020), reflecting a relatively weak heritage offer. The area has **dropped 13 places** for Industrial Heritage since 2016, and its parks and open spaces offer has **declined by 9 places**. This aligns with community feedback, which prioritised improvements to open spaces and cultural assets.

To address these ongoing challenges, the Neighbourhood Board will collaborate with the Council and community stakeholders to invest in the enhancement of heritage assets and support community groups in delivering events that celebrate identity, heritage, and culture. It is the expectation that this investment will dovetail with the Council's emerging Heritage Strategy.



# Strategic case for change

## Work, productivity, and skills

### *Challenge: Linking skills to local business requirements*

The proportion of residents in Greater Carlton who are economically active yet unemployed (i.e. are of working age yet are not in work) (2.4%) is below the national average of 2.9%. However, this average masks pockets of inequality and unemployment, which are most prevalent in the ward of Netherfield (**3.4%**).

Pockets of unemployment within Greater Carlton are matched by a borough-wide low job density of **0.54**, significantly below the England average of 0.82, indicating fewer jobs available in Gedling per resident.

To address this, there is a need to understand barriers to work better and align skills provision with the requirements of local businesses, creating a workforce that is skilled, adaptable, and equipped for future challenges, as identified in the Council's Economic Growth Strategy (March 2025).

The Neighbourhood Board will allocate resources within the first 4-year investment plan to both identifying and addressing local skills gaps, in partnership with local businesses and skills providers.

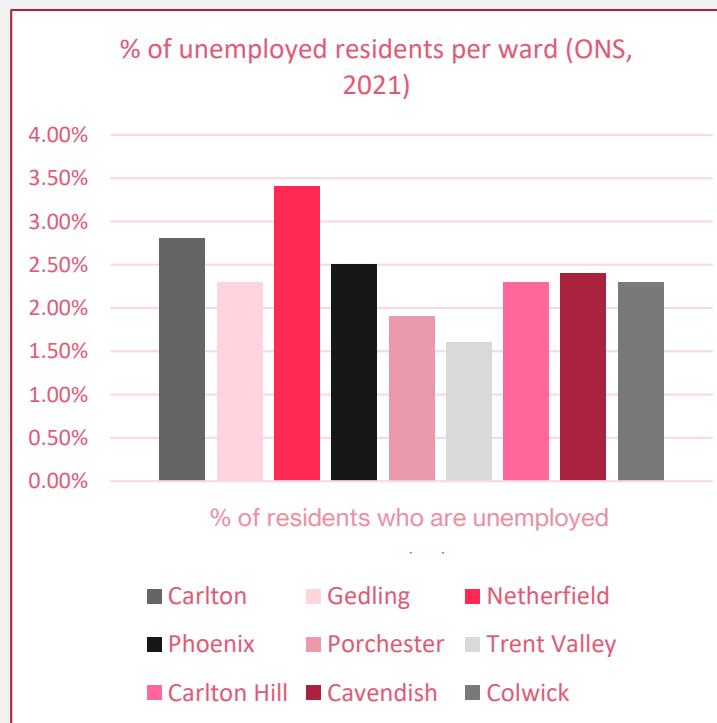
### *Challenge: Encouraging local business development*

Local economic growth and employment are priorities for residents, who have expressed a desire for interventions to catalyse business development. Gedling's **Gross Value Added (GVA) per job stands at 77.8**, compared to the UK baseline of 100 (ONS, 2023), highlighting the need for this support.

The Neighbourhood Board is aware that the local economy relies on micro, small and medium enterprises, including community and social enterprises. The Neighbourhood Board is also aware that these businesses face barriers to growth, such as financial constraints and a lack of modern office space.

Further challenges for businesses include recruiting skilled workers, particularly in digital and technical roles, retaining young talent, and navigating apprenticeship schemes and training pathways. These issues were highlighted in the County Council's Business Survey (March 2025).

Building on the Council's experience of delivering the UK Shared Prosperity Fund, the Neighbourhood Board will allocate resources to appoint a business adviser who will be accessible to all businesses across the area. In addition, a suite of business grants will be made available, including targeted support for new start-ups as well as support for established businesses.



# Strategic case for change

## Transport and connectivity

*Challenge: A lack of strategic connectivity, issues with traffic, and poor infrastructure*

Responses to the survey consultation highlighted a need for improvements to bus, tram, and train services, as well as concerns about the condition of existing road infrastructure – particularly potholes – which impact connectivity.

Census data shows that 6.9% of residents travel to work using public transport, a higher proportion than Nottinghamshire (3.1%) and the wider East Midlands (3.2%), while only 49.8% use a car, compared to 54.2% in Nottinghamshire and 53.2% in the East

Midlands. Despite these relatively good public transport figures, residents perceive significant issues with how the area connects to other places, citing high traffic levels near Victoria retail park and congestion on roads into and out of Nottingham city centre, which affects journey times.

While the Neighbourhood Board does not intend to invest directly in road improvement interventions, such as pothole repairs, as these are the responsibility of the local transport authority, it will advocate for these improvements to the County Council and EMCCA, who are responsible for such investments on behalf of residents.

*Challenge: A lack of walking and cycling routes*

Improving active travel infrastructure was ranked highly by respondents in the survey consultation as a way to enhance transport and connectivity in Greater Carlton. Feedback from the Carlton Hill Community Facebook Group (2024) further emphasised the desire for improved roads and paving to better accommodate cyclists and pedestrians.

Residents believe that upgrading infrastructure, including roads and pavements, would make active travel more accessible and have a positive impact on health and wellbeing across the community.

The Neighbourhood Board plans to invest in developing visions for each retail centre that will incorporate walking and cycling infrastructure improvements. the Neighbourhood Board is equally committed to working with EMCCA and the County Council to understand opportunities for wider investment in transport infrastructure in Greater Carlton.



# Strategic case for change

## *Challenge: Poor access to open spaces and employment areas*

Consultation feedback identified a lack of strategic and operational linkages between Greater Carlton's community assets and services, as well as issues with the condition of infrastructure connecting local employment areas to the wider community. Respondents highlighted the need for improved access to open spaces and employment areas, with both ranking highly as priorities.

Specific examples included poor accessibility to open spaces and the poor condition of pavements, which create barriers for wheelchair users, people pushing prams, and older residents needing walking assistance. There is also a lack of easy pedestrian access to the River Trent and Netherfield Lagoons from the retail park.

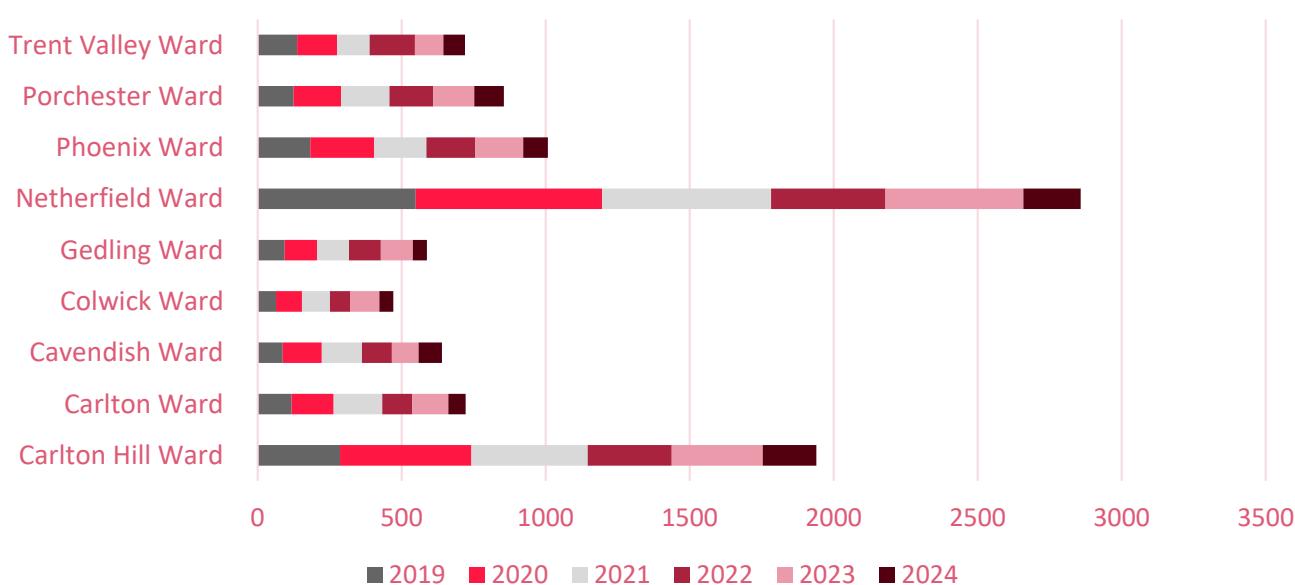
As previously outlined, the Neighbourhood Board will invest in a range of enhancements to open spaces, prioritising accessibility. In addition, the Neighbourhood Board will advocate for broader improvements to transport infrastructure across the area with EMCCA and the County Council and take these ambitions into consideration when developing future investment plans.

## **Safety and security**

### *Challenge: Crime and the fear of crime*

Crime and the fear of crime are significant concerns for residents and businesses in Greater Carlton, with antisocial behaviour ('ASB') repeatedly cited as a major challenge in both open spaces and retail areas. Council data shows that **ASB complaints have increased since 2019**, with a notable rise during 2022/23, particularly in **Netherfield and Carlton Hill**.

**ASB complaints per ward**



# Strategic case for change

The impact of rising ASB and the associated fear of crime is both social and economic: perceptions of crime in retail areas can reduce visitor footfall, dwell time, and customer spend, ultimately discouraging business investment in local centres. Fear of crime also erodes social trust and negatively affects the mental and physical health of residents, which in turn reduces overall health outcomes and undermines the local economy.

Survey respondents emphasised the importance of initiatives to make streets safer and measures to deter criminal activity. In response, the Neighbourhood Board is actively collaborating with partners, including the Nottinghamshire Police and Crime Commissioner ('PCC'), to design a local immediate justice programme aimed at addressing ASB and reducing reoffending. The programme will explore targeted interventions in Netherfield and Carlton Hill, identified as priority areas.

Alongside this, the Neighbourhood Board will invest in community organisations to deliver inclusive and accessible positive activities for young people and adults, which can act as diversionary activities.

## *Challenge: A lack of safe open spaces, and barriers to positive activities for residents*

The perception of a lack of safety in parks and open spaces was a recurring theme through the consultation, with respondents specifically calling for action to tackle ASB in parks to improve safety and reduce fear of crime. As set out previously, the Council's annual Open Spaces Survey shows a marked reduction in the proportion of people who feel safe in parks and open

**spaces, dropping from 96% in 2023 to 77% in 2024.** This decline in perceived safety leads to fewer visits to these community assets, which in turn reduces natural surveillance and can further reinforce negative perceptions.

The social impact of reduced feelings of safety in open spaces and a lack of other activities is substantial, leading to fewer visits and a loss of the physical and mental health benefits these spaces provide.

Recognising this, the Neighbourhood Board is committed to working with partners and investing in safe community spaces and activities for all, as well as providing positive diversionary activities for both young people and adults.



# Strategic case for change

## Housing

### *Challenge: Housing affordability*

Affordability is a growing concern in Greater Carlton, with the area's house price affordability ratio standing at **6.9**, higher than the Nottinghamshire average of 6.5 (ONS 2024). This means that, on average, local residents need nearly seven times their annual income to purchase a home, making home ownership increasingly out of reach for many families and young people.

### *Challenge: Housing deprivation and quality*

Greater Carlton contains pockets of deprivation, including in relation to housing ('Living Environment' in the Indices of Multiple Deprivation (IMD)). According to the 2021 Census, **55.8% of households are deprived in at least one dimension**, compared to 49.3% in Gedling and 58.4% across Nottinghamshire. The 'Living Environment' dimension highlights issues such as poor housing quality, lack of central heating, and domestic safety hazards.

Data from the Gedling Generation Rent survey (2021) supplements this analysis, with 49% of respondents stating that they had mould or damp in their property, 39% stating their heat or hot water was not working, and 46% stating that the landlord did not address their issues, highlighting challenges with the existing local housing stock.

### *Challenge: Energy Efficiency of Residential Properties*

Energy efficiency remains a significant challenge for housing within Greater Carlton. Only **18% of properties in Gedling have achieved an EPC score of C** or higher for certificates issued since 2015 (MHCLG data set). This means that the vast majority of homes are less energy efficient, leading to higher energy bills and increased carbon emissions. Improving the energy performance of homes is not only crucial for reducing household costs and tackling fuel poverty, but also for supporting the borough's wider climate ambitions.

**The Neighbourhood Board recognises the housing challenges facing Greater Carlton; however, the Neighbourhood Board will not be investing in housing-specific interventions during our initial 4-year investment plan.**

**Given limited resources and the scale of need, the Neighbourhood Board believes that housing challenges are better addressed by partners with the mandate and capacity to deliver. The Neighbourhood Board will continue to work with the Council and EMCCA to advocate for Greater Carlton residents and ensure future investment in housing aligns with local priorities and addresses local challenges.**

# Strategic case for change

## Summary

As demonstrated in the strategic case for change, the Neighbourhood Board's vision and investment priorities have been informed by extensive consultation, active engagement, and detailed data analysis. A summary of opportunities identified through this analysis is provided below:

- Expanding accessible and inclusive education and skills provision for adults and young people by removing barriers to participation.
- Building social trust and strengthening community networks through increased support for community activities and events.
- Enhancing access to, safety of, and use of green spaces, sports, and outdoor facilities.
- Revitalising local high streets and retail areas by supporting independent retailers, encouraging activation, and improving infrastructure and appearance.
- Attracting more visitors by strengthening the area's heritage offer and promoting key destinations.
- Supporting local business development by enabling SMEs to thrive.
- Improving transport infrastructure and promoting active travel.
- Tackling crime and antisocial behaviour by introducing targeted initiatives and deterrents.

## Alignment with PfN Objectives

The insights developed through the strategic case for change have supported the Neighbourhood Board to identify their **investment priorities** and related interventions to pursue throughout the duration of the Regeneration Plan and the first 4-year investment plan.

We recognise that community priorities will evolve over the 10-year lifespan of the Regeneration Plan. To remain responsive, we will regularly review and update both these priorities and the associated investment focus, informed by ongoing monitoring, engagement, consultation and evaluation.

A detailed evaluation of how the priorities outlined through the strategic case for change correspond with the PfN's three core objectives is presented on the following page.



# Strategic case for change

Community priorities can be aligned to the PfN's three key objectives as follows:

	MHCLG description	Aligned Greater Carlton priorities
Thriving places	<p><i>To create vibrant, inclusive neighbourhoods where residents have pride in their local areas, high streets and estates are regenerated to meet community needs, everyone has access to world-class public services, and health inequalities are reduced so that all places can thrive.</i></p>	<ul style="list-style-type: none"><li>• Enhancing access to, safety of, and use of green spaces, sports, and outdoor facilities.</li><li>• Revitalising local high streets and retail areas by supporting independent retailers, encouraging activation, and improving infrastructure and appearance.</li><li>• Attracting more visitors by strengthening the area's heritage offer and promoting key destinations.</li><li>• Supporting local business development by enabling SMEs to thrive.</li><li>• Improving transport infrastructure and promoting active travel.</li></ul>
Stronger communities	<p><i>To rebuild resilience and a collective sense of belonging in disadvantaged communities by empowering boards to tackle root causes of division, strengthen relationships, and foster pride and safety.</i></p>	<ul style="list-style-type: none"><li>• Tackling crime and antisocial behaviour by introducing targeted initiatives and deterrents.</li><li>• Build social trust and strengthen community networks by supporting more community activities and events.</li></ul>
Taking back control	<p><i>To ensure everyone has the opportunity to shape their future and community, with empowered individuals able to access skills, employment, and self-employment, regardless of background or location, driving local economic growth and giving people a greater say in how their area develops.</i></p>	<ul style="list-style-type: none"><li>• Expanding accessible and inclusive education and skills provision for adults and young people by removing barriers to participation.</li></ul>

# Strategic case for change

## Intended use of powers

The Neighbourhood Board will make use of a range of powers to ensure we deliver our vision.

Whilst specific intervention proposals are still being developed, it is likely that the Neighbourhood Board will work with the Council to use powers including:

- Design codes.
- Planning policy.
- Developing links with Young Futures Hubs local to Greater Carlton.

## Long-term outcomes

The Neighbourhood Board's 10-year vision is for Greater Carlton to be a place where everyone can live well, dream big, and shape their own future.

Through our targeted investments, in a decade, the following outcomes will be realised:

- Residents feel **proud** to live and work in Greater Carlton;
- Young people have **high aspirations** and **access to opportunities** that help them reach their full potential;
- **Everyone benefits** from Greater Carlton's rich network of green spaces, cultural, leisure, and heritage assets;
- Communities feel **safe, connected, and empowered**;
- Local businesses flourish, contributing to a **vibrant** and **sustainable** local economy; and
- Residents and businesses are **protected and mitigated** against the effects of climate change.

Achieving these outcomes for Greater Carlton will also mean the following intended impacts are realised:

- Increased levels of pride in place amongst residents.
- Improved life chances for young people.
- Greater use and enjoyment of green spaces, cultural, leisure, and heritage offers.
- Stronger feelings of community connection and safety.
- Higher levels of business confidence and growth.
- Businesses and community organisations are more energy efficient and sustainable.
- Residents are better protected from the impact of climate change.



# Strategic case for change

## Our approach to achieving our vision for Greater Carlton

The Neighbourhood Board's approach to delivery recognises that some of the challenges facing Greater Carlton will take longer to address than others:

- **Achieving short-term impact:**

Through the first 4-year investment plan (2026-30), the Neighbourhood Board will invest in interventions that are designed to address the most pressing challenges facing Greater Carlton's residents, communities and businesses. Delivering these interventions will also help the programme to build momentum, partnerships and presence. Guided by insights from our extensive engagement, our focus will be on interventions that deliver visible impact, strengthen the capacity of local organisations, or lay the groundwork for future interventions within the later stages of the investment plan. This will enable us to demonstrate meaningful benefits to residents and businesses throughout the initial 4-year period.

- **Achieving medium-term impact:**

Some proposals within our first 4-year investment plan require further development or are contingent on understanding the strategic landscape for investment throughout the East Midlands region. Our intention is to invest in the necessary feasibility and scoping work required to turn these proposals into investable propositions. The cost of this initial work is included within our 4-year investment plan; the costs associated with the implementation of these interventions (should they demonstrate a strong value for money

case for investment) will be included within future investment plans over the 10-year period.

- **Achieving long-term impact:** Over the full 10-year period of the programme, our aim is to collaborate with partners to establish place-based approaches to addressing some of the more systemic and deep-seated challenges facing Greater Carlton. While the investments designed to address these challenges will take longer to design and implement due to their complexity, the Neighbourhood Board will use this time to attract and leverage additional private and public sector funding to maximise the impact and legacy of the PfN funding.

The Neighbourhood Board recognises that the nature of the challenges and opportunities experienced across Greater Carlton will likely evolve over the 10-year period. Through regular consultation and engagement with local stakeholders, we will keep our investment priorities and intended outcomes under regular review.

We intend to remain flexible and guided by the needs of local stakeholders, ensuring, where possible, that our priorities align with the most recent feedback from residents, businesses and community organisations.

We will also collaborate with local, regional and central government to ensure our investment priorities align with wider place-based priorities, enabling us to play an important role in delivering for Greater Carlton, Gedling, Nottinghamshire and the East Midlands region.

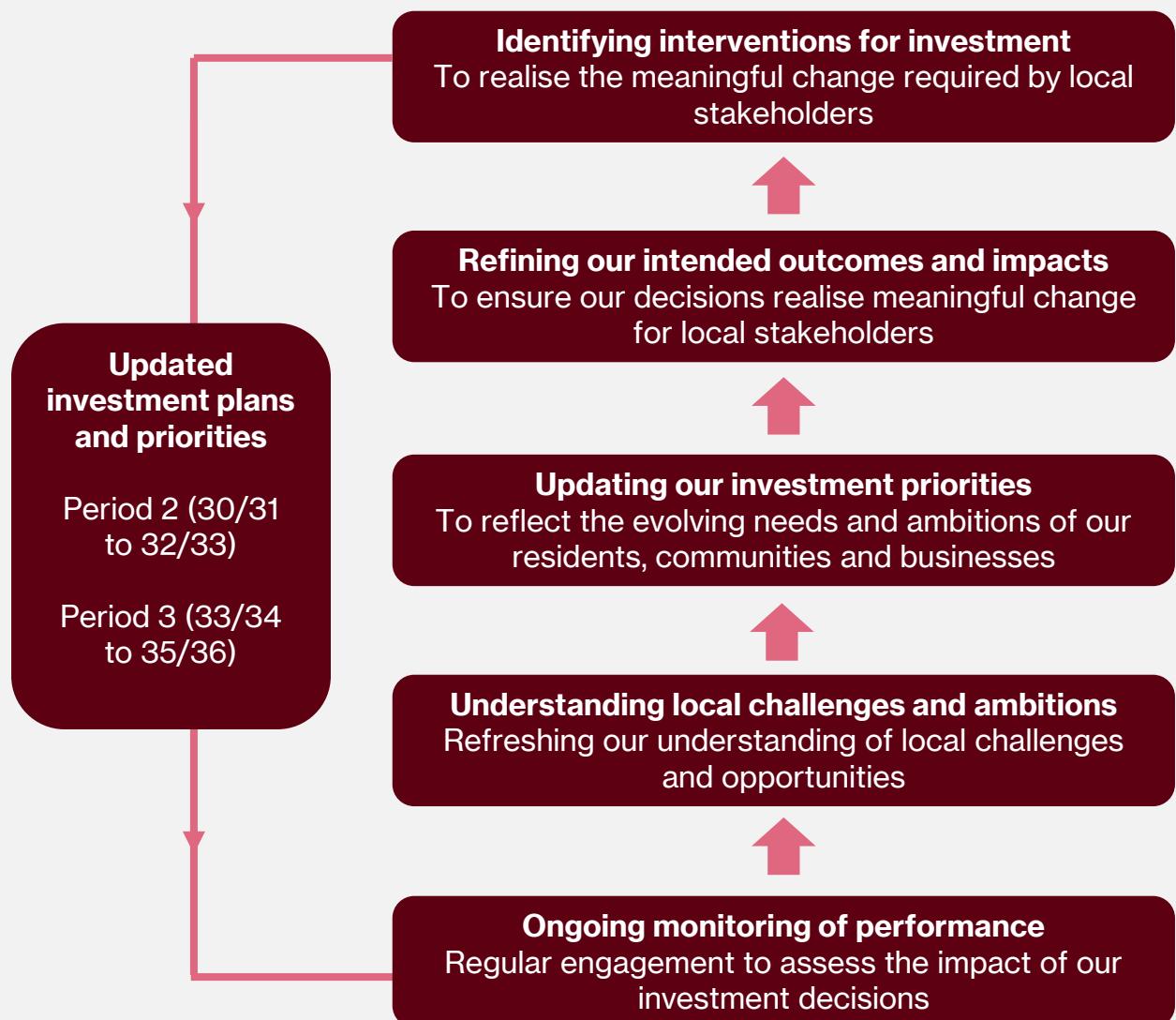
# Strategic case for change

## Our approach to reviewing priorities and performance over the 10 years of the programme

Our 10-year vision articulates the transformational impact that we are committed to realising for Greater Carlton's residents, communities and businesses.

To achieve our vision, long-term investment and partnerships are required to address the structural issues that create the challenges and barriers being experienced by local stakeholders.

While our vision is likely to remain relatively unchanged over the 10-year period, we will regularly assess how best to achieve our ambitions. As a result, we are committed to regularly reviewing our investment priorities and intended outcomes/impacts, to ensure they align with local needs and aspirations:



# Alignment with other programmes and investments

Our vision, investment priorities and intended impacts are designed to align with a range of existing and planned local, regional, and national programmes, investments, and strategies.

While Greater Carlton has not received direct central government funding in the past decade (e.g. Levelling Up Fund, Towns Fund), it has benefited from government allocations made to Gedling Borough Council and Nottinghamshire County Council. The Neighbourhood Board is committed to ensuring that any new investments made by the Neighbourhood Board build on these foundations.

## Alignment with specific interventions and programmes

The UK Shared Prosperity Fund (UKSPF) 2022-2026, administered locally by the Council, shares several priorities with the Neighbourhood Board's investment plan. These include:

- Improving health and wellbeing;
- Enhancing green and open spaces;
- Supporting community organisations and events;
- Investing in town centres and high streets; and
- Promoting the visitor economy.

In the UKSPF extension year (2025-26), the East Midlands Combined County Authority (EMCCA) became the Lead Authority for £25 million of regional funding. EMCCA's delivery of regional business support and skills programmes has informed the Neighbourhood Board's intended approach to supporting these agendas.

The Neighbourhood Board is actively working with EMCCA to ensure alignment with its wider investment portfolio, including the £160 million East Midlands Investment Zone and the emerging skills and employment offer. This partnership will help to ensure that Greater Carlton's residents and businesses benefit from regional regeneration, transport, skills and economic growth initiatives.

At the local level, the Neighbourhood Board's investment priorities have been shaped to complement the Council's Economic Growth Framework, Destination Management Plan, and Heritage Strategy. These strategies are due to be published shortly and have been considered throughout the development of the Regeneration Plan. the Neighbourhood Board will continue to work closely with the Council to ensure that delivery of PfN investment is coordinated and place-based.

The Neighbourhood Board is also committed to working with the Nottinghamshire PCC and the Nottingham and Nottinghamshire Violence Reduction Partnership (NNVRP), who are commissioning £2.6 million of youth support services over the next eight years. These services will aim to reduce serious violence through early intervention and address risk factors such as mental health, educational engagement, and community resilience. Here, the Neighbourhood Board will collaborate with the PCC to ensure that local challenges are understood and addressed through complementary investment.

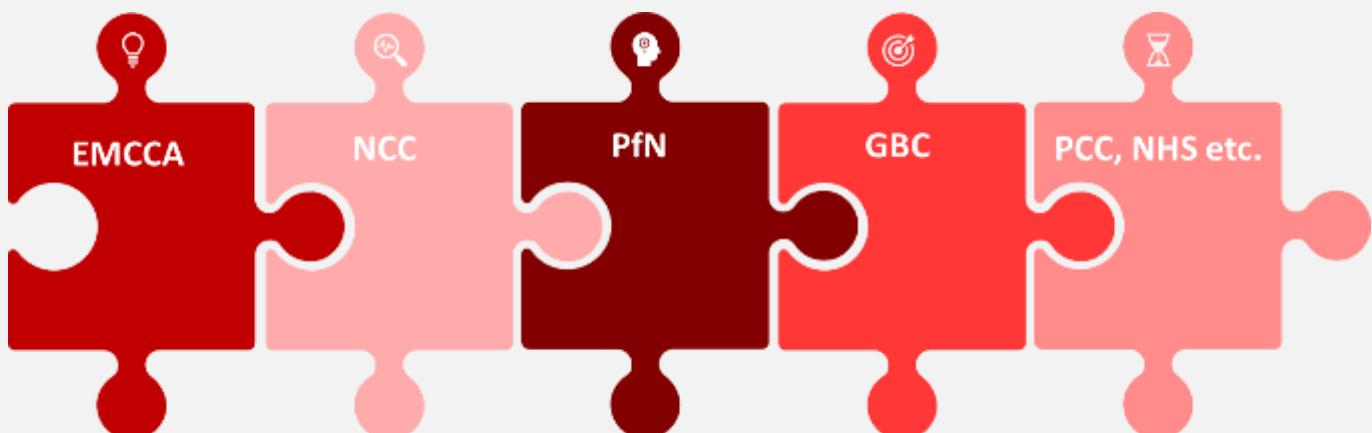
# Alignment with other programmes and investments

## Alignment with strategic stakeholders

Throughout the development of this 10-year Regeneration Plan, the Neighbourhood Board has worked closely with strategic stakeholders across the region to ensure the PfN aligns with wider masterplans and strategies. This collaborative approach ensures that improvements across Greater Carlton fit together seamlessly – like pieces of a jigsaw.

As illustrated in the diagram, this interconnected support is expected to include contributions from EMCCA, Nottinghamshire County Council, Gedling Borough Council, the PCC, NHS, and other public sector partners.

The Greater Carlton Regeneration Plan will sit at the heart of this investment landscape, with a place-based approach designed to avoid duplication, reinforce existing delivery, and maximise the impact of investment for the communities of Greater Carlton.



# Match funding and leveraged investment

Delivering our vision will require more than the £20 million core investment provided through the Plan for Neighbourhoods. To maximise our impact and ensure long-term sustainability, the Neighbourhood Board is committed to securing match funding and leveraging additional investment from a diverse range of partners. By aligning our priorities with those of regional and national partners and actively pursuing complementary funding streams, we aim to amplify the benefits of our investment for the residents, businesses, and wider community across Greater Carlton.

## The Neighbourhood Board as a place-leader

The Greater Carlton Neighbourhood Board intends to maximise the benefits realised through this £20 million, 10-year investment by central government through securing match funding from a range of sources. This will be achieved through:

- **Control** - The Neighbourhood Board will base our investment decisions on several key criteria, including the ability of each intervention to provide additionality/secured match funding, the scope and scale of the benefits that would be realised and how well each aligns to the needs of local residents and businesses.
- **Influence** - The investment decisions taken by the Neighbourhood Board will be required to complement the investment decisions being taken by other local decision makers.

Our intention is to work with other place-based decision makers, including the Council's Gedling Growth Board, the PCC, Nottinghamshire County Council, and EMCCA to pursue a series of shared priorities that align with our investment themes and ongoing consultation feedback.

- **Championing** - Using our collective influence and connections to attract additional funding and investment into Greater Carlton.

## Alignment and shared delivery of priorities

The timing of development of this 10-year vision coincides with the development and publishing of key strategic documents across Gedling and the wider Nottinghamshire region, which we have explored through our engagement with strategic stakeholders through the development of our Regeneration Plan.

The Council has recently developed three strategies, which are due to be published in 2026: its **Economic Growth Framework, Destination Management Plan and Heritage Strategy**. The Neighbourhood Board will ensure that the interventions selected for investment over the period of our first investment plan align with and complement the Council's implementation of their various strategies.

Additionally, the PCC has recently published its Police and Crime Plan 2025-2029, which sets the PCC's strategic priorities of restoring and embedding Neighbourhood Policing; tackling violence against women and girls; and tackling knife crime and serious violence.

# Match funding and leveraged investment

The Neighbourhood Board is committed to working collaboratively with the PCC to ensure a coordinated approach to delivery, resulting in people feeling safer across Greater Carlton.

The Neighbourhood Board has also engaged extensively with EMCCA's business, investment and skills teams to understand their ambitions, objectives and proposed plans for investment through the Mayor's first term, which has informed the development of our Regeneration Plan.

Similarly, the Neighbourhood Board has worked closely with Nottinghamshire County Council throughout the development of the plan and engaged extensively with Officers in Transport, Regeneration, Skills, and Youth Services, to ensure that the Neighbourhood Board's investments dovetail with commitments and future investments made by the County.

## Additionality

The Neighbourhood Board recognises that the long-term nature of the funding creates opportunities to attract additional private and public sector investment. Given the guarantee of funding over a 10-year period, the Neighbourhood Board intends to maximise the opportunities to leverage investment from other sources.

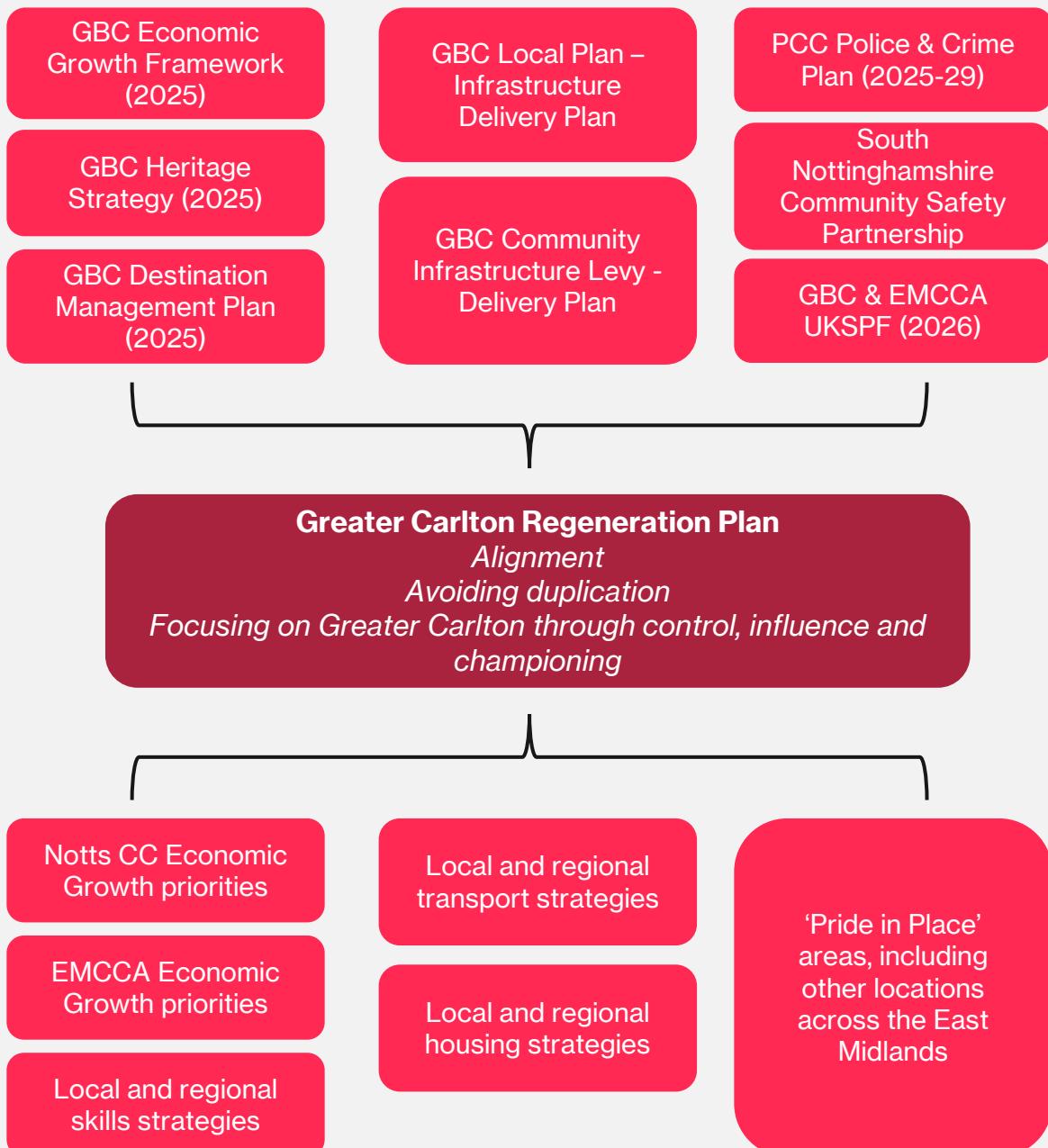
During the development of the Neighbourhood Board's 4-year investment plan, a key consideration related to whether each proposed theme or intervention was able to identify secured or potential match funding.

The following sources of potential match funding were identified for specific project themes or interventions; the following provides an indication of the additionality that could be secured during the delivery of the first 4-year investment plan:

- Direct investment by community organisations leading individual interventions (for example, through reserves);
- Grant funding provided by other public bodies, by (for example) the Council, County Council, or Parish Councils;
- Grant funding provided by national organisations, including the National Lottery (i.e. Heritage Lottery Fund etc.), Football Foundation, Football Association and England Cricket Board;
- Attraction of private sector investment;
- Access to and use of land/property provided by freeholders, subject to certain conditions and investments being undertaken;
- Match funding from individual businesses, for example those intending to access grant funding for shop front improvements or business support; and
- Allocation of Community Infrastructure Levy investments ('CIL') by the Council.

# Match funding and leveraged investment

The Neighbourhood Board intends to leverage investment by collaborating with key local place-based stakeholders to advance its priorities in alignment with broader regional ambitions. The diagram below illustrates the range of strategic investments that the Neighbourhood Board could align with to enable targeted and impactful delivery for the communities of Greater Carlton.



# Community and stakeholder engagement

The success of our Greater Carlton Regeneration Plan relies on meaningful engagement with the community and key stakeholders at every stage – from development to delivery. Through the Neighbourhood Board's membership and through actively engaging with residents, businesses, local organisations, and strategic partners, we have and will continue to ensure that our Regeneration Plan reflects local priorities, harnesses diverse perspectives, and builds a strong foundation for collaborative delivery.

## Neighbourhood Board membership and leadership

The Neighbourhood Board Chair and Council have sought to secure Board membership which is reflective of Greater Carlton's communities and businesses. A summary of the Neighbourhood Board's membership with voting rights is provided below:

- The Chair.
- The local MP for Gedling.
- Leader of Gedling Borough Council.
- Nottinghamshire County Council Portfolio Holder for Economic Development and Asset Management.
- The Office of the Police and Crime Commissioner.
- Local Health representatives, including those from Jubilee Park Medical Partnership.
- Community stakeholders, including representatives from Carlton Hill Action Group and Gedling Climate Change Group.

- The Former Assistant Chief Fire Officer at Notts Fire & Rescue Service, and Assistant Chief Executive and Corporate Director for Strategy and Resources at Nottingham City Council.
- The Non-Exec Director of Notts Healthcare Trust, Chair of East Midlands LIFT Companies, Board Member of Framework, Chair of Notts Community Foundation.
- Local and regional business representation, including from Entente/Purico Ltd, Challenge Consulting and the Federation of Small Businesses.
- Local community sporting organisation: Mapperley All Stars Community CIC.
- The Gedling Youth Mayor.
- The Chair of the Caribbean Elders Group and Member of Gedling Seniors Council.

The Neighbourhood Board's regular observers include representatives from Gedling Borough Council, Nottinghamshire County Council, EMCCA, and Inspire Culture, Learning and Libraries, ensuring a wide range of representation at regular Board meetings.

It is expected that the membership of the Neighbourhood Board will evolve over the next decade, to reflect the changing nature of the challenges and opportunities associated with the area. The Chair and Council will ensure, through an annual review, that the Neighbourhood Board remains led by local people who have the insight and ability to maximise the opportunities for Greater Carlton over the next decade.

# Community and stakeholder engagement

## The Neighbourhood Board's commitment to ongoing community and stakeholder engagement

The Neighbourhood Board is committed to ensuring that our Regeneration Plan is, and continues to be, shaped by the views, lived experience and insights of residents, businesses and community organisations.

The Neighbourhood Board has identified several investment priorities and intended outcomes that will determine the types of interventions we will pursue through our investment plans over the 10-year period of the Regeneration Plan.

By investing in skills and learning, our young people, our businesses, and the health and wellbeing of residents, we are committed to reducing inequality and promoting inclusive economic growth as part of a long-term approach that benefits everyone in Greater Carlton.

The Neighbourhood Board recognises that the nature of the challenges and opportunities experienced across Greater Carlton will likely evolve over the 10-year period. Through regular consultation and engagement with the community and local stakeholders, we will keep our investment priorities and intended outcomes under regular review.

The Neighbourhood Board will also engage with local stakeholders on a specific basis to (i) assess the effectiveness and impact of investments made and (ii) inform future investments decisions during the development of future investment plans.

## The Neighbourhood Board's Chair

The current Chair of the Greater Carlton Neighbourhood Board is David Stewart OBE. David is a distinguished educator and advocate for inclusive learning, with over five decades of experience in education, community leadership and youth engagement.

David served as Head Teacher at Oak Field School and Sports College in Nottingham for over 25 years, dedicating a total of 37 years to teaching in schools for children with special educational needs.

David is also recognised for his commitment to the arts and inclusive community engagement as the director of the Nottingham Youth Theatre Inclusive Company.

As well as being the Neighbourhood Board's Chair, David also serves on the governing body of Nottingham Girls' High School, where he contributes his expertise in special educational needs and his passion for supporting children's learning journeys.

# Community and stakeholder engagement

## The Neighbourhood Board's ways of working and distinction from the local authority

The Neighbourhood Board operates independently of the Council and holds ultimate responsibility for making decisions relating to programme investments.

The Council, as the accountable body, will support the Neighbourhood Board to ensure that effective governance arrangements and financial controls are in place to support effective and transparent decision making.

The Neighbourhood Board is committed to working in partnership with the Borough and County Councils, EMCCA, private businesses, and community organisations to maximise the opportunities and impact associated with the PfN investment and ultimately contribute to the wider growth of the borough and region.

The Neighbourhood Board has actively cultivated relationships with strategic, local, and business stakeholders through direct engagement and one-to-one discussions during the development of this Regeneration Plan. These local partnerships will be sustained and strengthened through ongoing dialogue with the local MP (who sits on the Neighbourhood Board), regular monitoring of the plan's progress, and collaborative input into the second investment plan, scheduled for development in the 2027/28 financial year. This continued engagement ensures that the Neighbourhood Board remains aligned with regional priorities and responsive to emerging opportunities.

## How we will secure buy-in from local businesses, civil society, and communities

The Neighbourhood Board is composed of representatives from each of these stakeholder groups, ensuring that local businesses, civil society organisations, and community members have a meaningful voice in decision-making. Board members also bring with them extensive networks within their respective fields, which will be actively engaged throughout the implementation of the Regeneration Plan and associated investment strategies.

Further, the development of this Regeneration Plan has been underpinned by strong engagement and endorsement from local businesses, civil society, and community groups. Their involvement has been instrumental in shaping the vision and priorities of the Plan, and they will continue to play a central role in its delivery to ensure lasting impact.

Through the collaborative processes established during the development of both the Long Term Plan for Towns and the Plan for Neighbourhoods, communities, businesses, and civil society are now well-informed and actively engaged with the programme, laying the foundation for sustained momentum and shared ownership.

# Community and stakeholder engagement

## How we will ensure community and stakeholder engagement in the delivery of interventions

The Neighbourhood Board is committed to ensuring the continued and sustained engagement of local businesses, civil society and communities across the period of the 10-year Regeneration Plan, to:

- Ensure the community continues to be involved in the design and delivery of the plan and interventions;
- Maintain a strong and ongoing understanding of local challenges and opportunities;
- Monitor the impact of PfN-funded interventions; and
- Inform and shape the second and third iterations of investment plans and the refreshed Regeneration Plan.

the Neighbourhood Board is currently developing proposals to ensure that current levels of engagement are sustained; structures to formalise the engagement process will be confirmed and implemented during year 1 of the programme. These proposals may include:

- Establishing links with existing forums, structures and channels;
- Establishing and operating sub-groups that feed ideas and community feedback into the Neighbourhood Board;
- Undertaking regular engagement and consultation; and
- Leveraging connections held by Board members.



# Community and stakeholder engagement

## Community engagement to date

The foundations for our Regeneration Plan are provided by the valuable insights gathered through (i) an online survey of residents, business and community groups, (ii) a targeted engagement exercise with young people and businesses, and (iii) direct 1:1 discussions with key local stakeholders.

The survey took place online and was live between the 15th July and the 30th August 2024. This initial round of consultation was designed to capture a broad spectrum of perspectives on how the local area could be improved.

A total of **727** members of the community completed the survey, representing 2% of the area's population above the age of 16.

Further targeted engagement was undertaken over the period of 1st September to 24th September 2024. The purpose was to delve deeper into challenges and opportunities raised in the first round of consultation. This round of consultation targeted three key groups: young people, high street businesses, and larger employers, whereby we:

- Undertook workshops in local schools within the Carlton area to understand young people's hopes and concerns;
- Contacted 200 high street businesses to survey their perceived challenges and opportunities with 20% of these agreeing to take part; and
- Engaged larger businesses on a 1:1 basis through phone calls to explore areas of support.

Following the transition from the Long Term Plan for Towns to the Plan for Neighbourhoods, the Neighbourhood Board undertook a renewed phase of engagement between July and September 2025 to build on the insights gathered from communities in 2024 and shape the emerging Regeneration Plan.

This occurred in parallel to the Zencity polling, which was commissioned by MHCLG and gathered digital feedback from 130 residents and businesses, focused on where local people wanted to see investment made.

To complement the extensive consultation that informed the original 10-year vision, the Neighbourhood Board reconnected with local organisations, businesses and key stakeholders through targeted one-to-one discussions. These conversations provided an opportunity to revisit priorities, assess evolving needs, and ensure that the Regeneration Plan reflects current aspirations and challenges across the Greater Carlton area, borough and region.

Feedback from both universal and targeted consultations in 2024 and 2025 has shaped the Neighbourhood Board's vision and intended impacts. The 2025 engagement, in particular, played a key role in helping the Neighbourhood Board identify its investment priorities which will guide investment over the initial 4-year period.

# Governance

Strong governance is vital to the successful delivery of our 10-Year Regeneration Plan. Both the Neighbourhood Board and Council (as the accountable body) have specific roles, purposes, and remits to oversee decision-making, monitor progress, and ensure that investments reflect local priorities and comply with the Council's legislative frameworks.

## **The purpose of the Greater Carlton Neighbourhood Board**

The Neighbourhood Board is the community-led body responsible for the development, approval, implementation, monitoring and evaluation of Greater Carlton's 10-Year Regeneration Plan.

The Neighbourhood Board, supported by the Council, has developed this 10-Year Regeneration Plan and submitted it to MHCLG in November 2025.

The Neighbourhood Board is responsible for ensuring that all decisions are informed by meaningful engagement with local stakeholders. All Neighbourhood Board proposals are required to demonstrate an evidence-based link between investments, their anticipated outcomes, and the challenges currently being experienced by local stakeholders.

The Neighbourhood Board will drive the implementation of our investment priorities, identify where the powers set out in the policy toolkit can be maximised to deliver change and steer the long-term vision for Greater Carlton.

The Neighbourhood Board is committed to working in partnership with local communities and businesses, the Council, County Council, EMCCA, PCC and local Member of Parliament to achieve our vision for Greater Carlton.

## **The remit and functions of the Greater Carlton Neighbourhood Board**

The roles and responsibilities of the Neighbourhood Board include:

- Overseeing the development, approval and implementation of the Regeneration Plan and 4-year investment plan (2026-30).
- Leading the development of subsequent investment plans for the remainder of the 10-year period (2030-2036).
- Developing, appraising and selecting interventions for investment, ensuring that interventions are deliverable, represent value for money and are designed to realise benefits that address the priorities of local stakeholders.
- Undertaking regular engagement and consultation with local residents, businesses and community groups to understand the impact of investments and the priorities for future investments.
- Ensure that funding is allocated to locations within the agreed boundary of Greater Carlton.

# Governance

The Neighbourhood Board is currently developing proposals to ensure ongoing stakeholder engagement throughout the duration of the Regeneration Plan. Options being considered by the Neighbourhood Board include establishing sub-groups, forging links with existing forums and channels, undertaking regular community consultation and engagement, and leveraging connections held by Board members.

## **The remit and functions of the accountable body**

The Council is the accountable body for PfN programme funding and is responsible for the implementation of compliant investment plans agreed by the Neighbourhood Board.

In administering the grant over the 10-year period of the Regeneration Plan, the Council is responsible for:

- Providing a programme management function, ensuring effective oversight of the programme's delivery, including tracking progress against milestones and managing interdependencies across individual interventions;
- Providing oversight of delivery, ensuring that any PfN funding is spent in line with the Council's financial controls and associated legislative frameworks.
- Providing oversight of governance and decision making, ensuring that Neighbourhood Board decisions are compliant with statutory requirements (including procurement and subsidy control).

- Ensuring any procurement activity is undertaken in line with the Council's Contract Standing Orders and procurement regulations.
- Identifying, assessing, and mitigating risks to programme delivery through a structured risk management approach, including the maintenance of a programme risk register as well as intervention-level risk registers.
- Delivering stakeholder engagement exercises with key stakeholders, including residents, community organisations, delivery partners, and strategic stakeholders, to ensure the programme continues to reflect local needs and priorities.
- Developing and implementing communications strategies that promote transparency, raise awareness of programme activity, and celebrate success.
- Supporting appropriate scrutiny of programme delivery through internal governance structures and external review mechanisms.
- Ensuring that robust assurance processes are in place to monitor delivery, manage risk, and demonstrate compliance with funding and governance requirements, as set out in Section 9 (Assurance).

Following the anticipated Local Government Reorganisation of Nottinghamshire and Nottingham (vesting day 1st April 2028), all accountable body functions and responsibilities currently discharged by the Council will transfer to the new unitary authority that contains Greater Carlton.

# Governance

## The relationship between the Neighbourhood Board and Council

Throughout the 10-year programme, the Neighbourhood Board will work with the Council to:

- Ensure that interventions are delivered to time, cost and quality.
- Ensure alignment between the programme and other forums /organisations committed to catalysing local investment (i.e. Ambition Arnold and EMCCA).
- Ensure that procurement and grant funding comply with Procurement Contract Regulations (2023) and Council procurement rules.
- Ensure the allocation of funds complies with the Subsidy Control Act 2022.
- Ensure the environmental impact of each intervention is considered.
- Ensure that the selection of interventions aligns with the Council's Public Sector Equality Duty.
- Manage and mitigate risks associated with the successful implementation of the programme and individual interventions.
- Regularly communicate decisions and progress in relation to the programme and individual interventions.
- Engage with local stakeholders, assessing performance against priorities, objectives and intended outcomes identified within the Regeneration Plan.

- Undertake further rounds of consultation to inform future investment plans.

While clear separation exists between the Neighbourhood Board and the Council, a collaborative and supportive relationship between the two bodies is required.

The Council's Connected Council Portfolio Board will provide accountable body oversight of key compliance, controls and assurance on behalf of the Senior Leadership Team ('SLT'), managing escalations to SLT as required. In turn, SLT will oversee reporting to the Council's committees and Cabinet as required.

The Council's Gedling Growth Board will oversee the strategic alignment of the 4-year investment plan. The Growth Board is chaired by the Council's Director of Place and is responsible for the physical and economic regeneration of Gedling, providing strategic oversight of capital programmes, ensuring that interventions are on track and within budget.



# Governance

## Managing the programme in line with the Nolan Principles

The Neighbourhood Board will take collective responsibility for adhering to the Nolan Principles (selflessness, integrity, objectivity, accountability, openness, honesty and leadership). As outlined within the Neighbourhood Board's Terms of Reference, each member of the Neighbourhood Board is required to:

- Sign up to a code of conduct based on the Nolan Principles (as outlined within the Neighbourhood Board's Terms of Reference).
- Declare any conflicts of interest when they assume their role on the Neighbourhood Board. Additionally, conflicts of interest will be a standing agenda item at each Neighbourhood Board meeting.

The following assurance arrangements are in place to ensure adherence to the above principles:

- 'Conflicts of interest' will be a standing agenda item at each Neighbourhood Board meeting.
- The Chair of the Neighbourhood Board, in partnership with the Council, is responsible for monitoring the Neighbourhood Board's adherence to the Nolan Principles and principles of managing public money.
- The Council, as the accountable body, will support the Chair to monitor adherence (through the Council's Control and Assurance Framework ('CAF')) and raise any issues directly with the Chair.

- Each new member of the Neighbourhood Board will be requested to complete a conflict of interest declaration when joining the Neighbourhood Board.
- Each existing member of the Neighbourhood Board will on an annual basis be required to complete a new declaration of interest disclosure.

Transparency requirements will be met in line with the Neighbourhood Board's Terms of Reference, whereby The Neighbourhood Board will publish membership and governance arrangements (including minutes of meetings and decision logs) on the Council's website.

The Neighbourhood Board will meet at least quarterly and will publish:

- Documented decision-making process outlining the voting rights of the Neighbourhood Board.
- Profiles of board members.
- Draft minutes of meetings following the meeting within 10 working days.
- Final minutes, once approved by the Neighbourhood Board within 10 working days.
- Any conflicts of interest reported within the published minutes.

# Governance

## **The process for appraising and approving investments and identifying appropriate routes to market**

Each member of the Neighbourhood Board, with the support of the Council, is responsible for adhering to the principles of managing public money (regularity, propriety, feasibility, value for money).

To ensure adherence to these principles, the following processes will be followed throughout the programme (as established during the development of the Regeneration Plan and 4-year investment plan):

- Through inclusive engagement with local stakeholders, the development of a longlist of interventions that could potentially be funded.
- Through consultation and engagement, the development/review/ refinement of investment priorities and intended outcomes, to ensure the Neighbourhood Board's priorities reflect the views of local stakeholders.
- The creation and use of a prioritisation framework to select the most appropriate interventions, taking account of the intended benefits of the fund, investment priorities and intended benefits of the Neighbourhood Board, feedback from local stakeholders and value for money considerations.
- Following the identification of interventions for investment, the Neighbourhood Board will work with the Council to:
  - Assess the market's ability to deliver the proposed interventions.
- Identify potential legacy costs or liabilities that may be incurred by the Council after PfN funding ends.
- Evaluate alignment with other place-based interventions, including those led by the Council, EMCCA, the Neighbourhood Board, and others.
- Appraise opportunities for match funding to enhance investment impact.
- Following an assessment of deliverability, the Neighbourhood Board will work with the Council to develop intervention specifications, undertake soft market testing and agree a compliant approach to procurement, depending on the intervention type.

Each investment plan will be informed by a procurement strategy developed by the Council and agreed with the Neighbourhood Board, demonstrating how the investment of all PfN funding aligns with Procurement Regulations and subsidy control rules. This strategy will also identify risks and mitigations associated with the procurement of interventions in line with the Neighbourhood Board's investment plans.

The strategy will then be maintained by the Council's Programme Delivery Team, which will include representation from the Council's procurement team. The Council will provide updates on the procurement strategy at each monthly Neighbourhood Board meeting.

# Governance

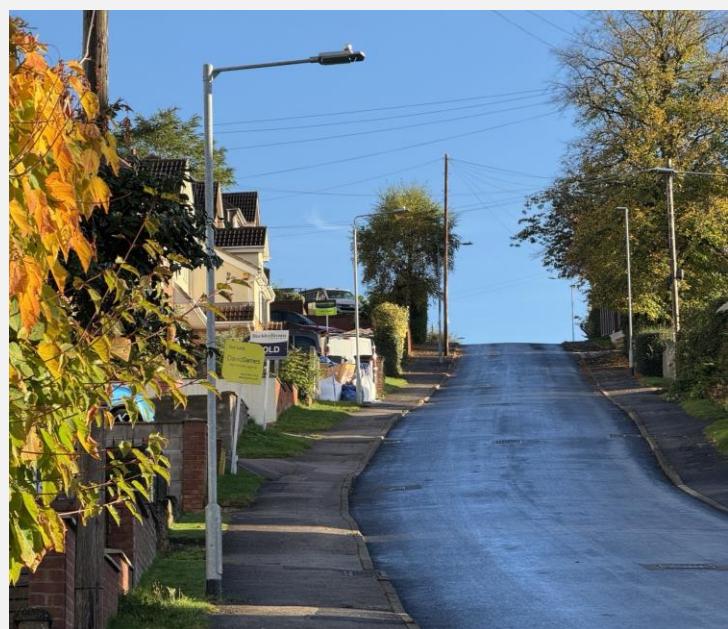
## Risk management

The Council, acting as the accountable body, will manage and mitigate delivery, fraud, quality, timescales and financial risk by developing and maintaining programme and intervention-level risk registers.

Programme and intervention-level risk mitigation will be overseen by the Council's Growth Board and Risk Board. Working jointly with the Council's Programme Delivery Team, early identification of risks and deviations from the programme plan will be mitigated and escalated accordingly.

Programme and intervention-specific risk registers will be regularly updated and made available at each Neighbourhood Board meeting. Supporting narrative will be provided where risk levels are considered to have increased in either likelihood or impact. It is the role of the Neighbourhood Board to support the Council in developing mitigations to address any risks raised.

Further details regarding programme and intervention-level assurance arrangements are provided within the next section.



# Governance

The diagram below summarises the current governance arrangements described in this section. These arrangements may need to be revised following the implementation of Local Government Reorganisation.

## Council Control and Assurance Framework (CAF)

Cabinet & Scrutiny

Senior Leadership Team

Budget &  
Performance  
Board

Connected  
Council Portfolio  
Board

Corporate Risk  
Group

Gedling Growth Board

## Community led decision making

Greater Carlton  
Neighbourhood Board

Ongoing monitoring, engagement and consultation

## Day to day programme/project delivery and control/assurance

GBC Programme Delivery Team

# Assurance

Robust assurance is vital to safeguarding the delivery and integrity of our 10-Year Regeneration Plan. Through a combination of clear accountability structures, transparent processes, and regular monitoring, the Neighbourhood Board and Council will ensure that all investments and activities meet the highest standards of value for money and compliance.

## Delivery-led assurance

As the accountable body, the Council will ensure that the programme and individual interventions are delivered in line with Best Value and Managing Public Money standards through the CAF.

The CAF provides effective control, oversight and assurance across a range of place-based programmes / interventions overseen by the Gedling Growth Board (i.e. Ambition Arnold). Adherence to the framework will ensure:

- Accountable decision making.
- Responsible use of public money, including achieving value for money.
- Effective implementation, monitoring and evaluation.

The CAF, in conjunction with the Neighbourhood Board's Terms of Reference, formalises decision-making processes, ensures compliant procurement processes and grant funding awards, and articulates programme delivery assurance arrangements.

Key tolerances, relating to costs, timescales, quality and scope will be established, allowing for ongoing monitoring of the programme and specific interventions as they progress.

The Neighbourhood Board and Council are fully committed to ensuring the highest standards of decision making, programme delivery, accountability, and transparency. The CAF will be reviewed by the Council annually to ensure it provides an appropriate framework for effective delivery and decision making.

## Programme governance led assurance

The Neighbourhood Board's Terms of Reference clearly articulate the respective roles and responsibilities of the Council and Neighbourhood Board in relation to decision making, programme delivery and assurance. The Nolan Principles of Public Life underpin the Neighbourhood Board's Terms of Reference and the Council's CAF.

The Terms of Reference will be updated following the development of any ongoing community and stakeholder engagement structures, if required.

# Assurance

## Council (accountable body) led assurance

The governance and control arrangements outlined within the CAF demonstrate how the Council will fulfil the role of the accountable body over the lifetime of the programme.

The role of the Gedling Growth Board is specified within the CAF, including responsibilities associated with ensuring value for money through effective investment proposal development, appraisal and delivery, in addition to risk management.

The Growth Board will regularly consider the programme dashboard, highlighting performance against key tolerances. Should tolerances be breached, a clear and defined escalation process will be followed.

## Assurance through transparency

The Council will play a central role in ensuring transparency across the programme. It will provide the secretariat function on behalf of the Neighbourhood Board, while the Council's Programme Delivery Team will ensure that programme decisions and delivery comply with programme guidance, Council rules and relevant national legislation. Through these various functions, the Council will:

- Ensure that all CAF requirements are adhered to.
- Ensure the programme decisions and activities conform with legal requirements regarding equalities, social value, environment, subsidy control, procurement etc.

- Ensure all funds are used in accordance with the conditions placed on the programme (as specified within the Memorandum of Understanding (MoU) agreed between the Council and MHCLG).
- Through the Council's Section 151 Officer, undertake an annual audit of Neighbourhood Board capital and revenue spend, to assess performance against the programme's financial freedoms and flexibilities outlined by MHCLG.
- Maintain official records of Neighbourhood Board proceedings, ensuring Neighbourhood Board decisions are recorded within the minutes of each meeting.
- Ensure that the minutes of each meeting are reviewed at the following Neighbourhood Board meeting to ensure accuracy.
- Ensure that agendas, minutes and non-confidential reports are published via the Council's website.
- Ensure that conflicts of interest are disclosed by Neighbourhood Board members on an ongoing basis.

# Assurance

## Assurance of procurement

The programme's procurement activity will be delivered by the Council's Programme Delivery Team. In line with the CAF, all procurement activity will be required to meet the Council's procurement rules (Council's Contract Procedures), ensuring compliance with Public Contracts Regulations 2015 and the Procurement Act 2023.

The Council will maintain a procurement register and undertake an annual audit of procurement activity to ensure full compliance with procurement rules and regulations. The outcomes of this audit will be reported to both the Gedling Growth Board and the Greater Carlton Neighbourhood Board.

This process will be guided by the procurement strategy, which will be developed by the Council and agreed with the Neighbourhood Board for each investment plan. The strategy will set out how all PfN funding will be invested in accordance with Procurement Regulations and subsidy control rules. It will also identify procurement-related risks and outline appropriate mitigations.

The procurement register and audit process will serve as key tools in monitoring adherence to the procurement strategy.

## Assurance of grant funding

In line with the Council's CAF, the allocation of grant funding will be subject to a formal procurement exercise. Recipients of grant funding will be required to agree a Grant Funding Agreement ('GFA') with the Council.

The GFA will set out the roles and responsibilities of each party, in addition to the required outputs and outcomes associated with the delivery of the project.

Reporting and monitoring requirements will be specified, while all grant recipients will be required to comply with Procurement rules and regulations.

The GFA will include terms relating to the recipient's responsibilities and specify provisions for the protection of public funds, such as arrangements to suspend or claw back funding in the event of non-delivery or mismanagement.

The Council will maintain a grant funding register and undertake an annual audit of procurement activity, assessing adherence with the terms of the GFA. The findings from the process will be reported to the Gedling Growth Board and Greater Carlton Neighbourhood Board.



# List of abbreviations

<b>PfN</b>	Plan for Neighbourhoods
<b>MHCLG</b>	Ministry of Housing, Communities and Local Government
<b>EMCCA</b>	East Midlands Combined County Authority
<b>PCC</b>	Police and Crime Commissioner
<b>GBC</b>	Gedling Borough Council
<b>UKSPF</b>	UK Shared Prosperity Fund
<b>NNVRP</b>	Nottingham and Nottinghamshire Violence Reduction Partnership
<b>MSOA</b>	Medium Super Output Area
<b>LSOA</b>	Lower Super Output Area
<b>IMD</b>	Indices of Multiple Deprivation
<b>RSA</b>	Royal Society of the Arts
<b>GVA</b>	Gross Value Added
<b>EPC</b>	Energy Performance Certificate
<b>CIL</b>	Community Infrastructure Levy
<b>CAF</b>	Council Control and Assurance Framework
<b>SLT</b>	Senior Leadership Team
<b>GFA</b>	Grant Funding Agreement

## Investment Plan Yrs1-4

Greater Carlton Plan for  
Neighbourhoods  
Project Themes and Year 1-  
4 Expenditure Profile

#	Project theme	Description	Delivery organisation(s)	Mechanism for delivery	REVENUE					CAPITAL					Total value of PfN expenditure £	% value of PfN allocation
					Revenue £ - GCTB expenditure	Yr 1 26/27	Yr2 27/28	Yr3 28/29	Yr4 29/30	Total	Capital £ - GCTB expenditure	Yr 1 26/27	Yr2 27/28	Yr3 28/29	Yr4 29/30	
1	Community learning and development	Procurement: funding for a range of locally based activities and support programmes designed to: - Increase (young) adult skill levels - Promote positive behaviours and increase aspirations/life chances (NEET)	Third parties	Procurement by GBC (Contract).	£ -	£ 30,000	£ 140,000	£ 200,000	£ 370,000	£ -	£ 100,000	£ 50,000	£ -	£ 150,000	£ 520,000	8%

2	<b>Local Retail Centres Vision and Delivery Plan including shop front improvement grants.</b>	Programme of vision setting/master planning and action plan which will focus on activation.  Capital funding to deliver a suite of immediate improvements, including shop front improvement grants.  Revenue funding to support a programme of events across the years.	Third parties	Procurement by GBC (Contract).	£ -	£ 50,000	£ 60,000	£ -	£ 110,000	£ 40,000	£ 410,000	£ 450,000	£ 500,000	£ 1,400,000	£ 1,510,000	23%
3	<b>Support for community organisations (capital and revenue grants)</b>	Revenue and capital grant pot to support local community organisations. Capital spend will fund improvements to community buildings. Revenue spend will support community organisations	Third parties	Grant scheme administered by GBC.	£ 15,000	£ 15,000	£ 15,000	£ 15,000	£ 60,000	£ 50,000	£ 50,000	£ 50,000	£ 50,000	£ 200,000	£ 260,000	4%

		to schedule events and programmes.														
4	<b>Improving green spaces - Program me of improvements to parks and recreation areas excluding sports facilities</b>	Series of council led or community led projects to improve local green spaces and play areas.	GBC	Projects directly delivered by GBC Parks Team. NB funding used to procure services	£ -	£ 5,000	£ -	£ 5,000	£ 120,000	£ 690,000	£ 200,000	£ 445,000	£ 1,455,000	£ 1,460,000	22%	
5	<b>Park and Heritage assets (grants)</b>	Grants to local heritage asset owners to improve their offer and access.	Third parties	Grant scheme administered by GBC.	£ -	£ 15,000	£ 20,000	£ 20,000	£ 55,000	£ -	£ 50,000	£ 50,000	£ 50,000	£ 150,000	£ 205,000	3%
6	<b>Improvements to Sports Facilities (Council led)</b>	Series of council led projects to improve leisure and sports locally.	GBC	Projects directly delivered by GBC Leisure Team. NB funding used to procure services	£ -	£ -	£ 29,651	£ 29,651	£ 59,302	£ 75,000	£ 200,000	£ 700,000	£ 500,000	£ 1,475,000	£ 1,534,302	23%

7	<b>Improvements to Sports Facilities (community led)</b>	Grant scheme to support local sports organisations (capital and revenue).	Third parties	Grant scheme administered by GBC.	£ -	£ 30,000	£ 30,000	£ 30,000	£ 90,000	£ 25,000	£ 60,000	£ 40,000	£ 50,000	£ 175,000	£ 265,000	4%
8	<b>Greater Carlton Community Connector</b>	Continuation of the One Step at a Time (OSAAT) project to provide 2 community connectors, working with young people to support young people mental wellbeing whilst co-designing relevant positive activities with a range of stakeholders locally.	Third parties	Procurement by GBC (Contract).	£ -	£ -	£ 30,000	£ 30,000	£ 60,000	£ -	£ -	£ -	£ -	£ -	£ 60,000	1%
9	<b>Business Adviser</b>	Business advisor role - available to all Greater Carlton SMEs and includes funding, business growth initiatives, business plan development, premises	Third parties	Procurement by GBC (Contract).	£ 60,000	£ 60,000	£ -	£ -	£ 120,000	£ -	£ -	£ -	£ -	£ -	£ 120,000	2%

		enquiries, etc, following UKSPF.													
		This will be funded for 2 years with the expectation that UKSPF will be replaced in some way.													
10	<b>Grants to Local Businesses</b>	Grant to local businesses in the Greater Carlton area to support growth and sustainability (skills, decarbonisation plan, digital, marketing). It is proposed that the administration of the grants would be undertaken by the Business Adviser role.	Third parties	Grant scheme administered by GBC.	£ -	£ 20,000	£ 40,000	£ 40,000	£ 100,000	£ -	£ -	£ -	£ -	£ -	£ 100,000
11	<b>Immediate Justice - Skills</b>	Co-funding the continuation of the PCC Reparative Justice programme with the other Nottinghamshire Boards.	Third party (via PCC)	Procurement by GBC (Contract).	£ 60,000	£ -	£ -	£ -	£ 60,000	£ -	£ -	£ -	£ -	£ -	£ 60,000

		Funding ending without this help.  Project would link offenders across the region with programmes which would develop their skills and link to employment. £350k in total PA. Linked to 'fix my street'.														
Page 132	Skills Audit Study	Deep dive research to understand the skills needs locally for businesses and suggest projects for investment in later years.	Third parties	Procurement by GBC (Contract).	£ 35,000	£ -	£ -	£ -	£ 35,000	£ -	£ -	£ -	£ -	£ -	£ 35,000	1%
1 3	Greater Carlton Investment Pipeline Study	Pot of funding available for the Board to commission what is required to enable the Board to leverage further funding from EMCCA. Detail is to be confirmed based on	Third parties	Procurement by GBC (Contract).	£ 30,000	£ 30,000	£ -	£ -	£ 60,000	£ -	£ -	£ -	£ -	£ -	£ 60,000	1%

		EMCCA's requirements and objectives, but likely to fund the identification of key projects in Greater Carlton (investment pipeline), business case development, or cost benefit analyses.														
1 4	<b>Capitalisation of project costs (Post programme mobilisation)</b>	Capitalised project costs - proportion of capacity funding allocated to capital projects (with value over £10k)	N/a	N/a	£ -	£ -	£ -	£ -	£ 46,406	£ 68,708	£ 69,705	£ 59,243	£ 244,062	£ 244,062	4%	
1 5	<b>GBC management costs - revenue cost (Post programme mobilisation)</b>	Management costs for revenue projects - proportion of capacity funding allocated to revenue projects	N/a	N/a	£ 15,533	£ 22,999	£ 23,332	£ 19,830	£ 81,695	£ -	£ -	£ -	£ -	£ 81,695	1%	
<b>Totals</b>					£ 215,533	£ 277,999	£ 387,983	£ 384,481	£ 1,265,997	£ 356,406	£ 1,628,708	£ 1,609,705	£ 1,654,243	£ 5,249,062	£ 6,515,059	98%

	Revenue £					Capital £					Total PfN
	Yr 1 26/27	Yr2 27/28	Yr3 28/29	Yr4 29/30	Total	Yr 1 26/27	Yr2 27/28	Yr3 28/29	Yr4 29/30	Total	
<b>Spend</b>	215, 533	277, 999	387, 983	384, 481	<b>1,265, 997</b>	356, 406	1,628, 708	1,609, 705	1,654, 243	<b>5,249, 062</b>	<b>6,515,059</b>
<b>Allocation</b>	232, 000	256, 000	432, 000	432, 000	<b>1,352, 000</b>	360, 000	1,736, 000	1,605, 000	1,605, 000	<b>5,306, 000</b>	<b>6,658,000</b>
<b>Difference</b>	16,467	- <b>21,999</b>	44,017	47,519	<b>86,003</b>	3,594	107,292	-4,705	- <b>49,243</b>	<b>56,938</b>	<b>142,941</b>

## Capacity Fund

### Greater Carlton Plan for Neighbourhoods

#### Capacity funding profile

	£	£	£	£	£	£	£	£	£	£	£
	Yr 0 24/25	Yr 0 25/26	Yr 1 26/27	Yr2 27/28	Yr3 28/29	Yr4 29/30	Pre- allocation total	Capitalised allocation (40%)	Mgt cost allocation (rev)	Post- allocation total	Notes
Prior to programme mobilisation											
Mutual Ventures Contract 1	£56,075						£56,075			£56,075	
Mutual Ventures Contract 2		£68,013					£68,013			£68,013	

Planning for delivery - consultancy contract (TBC)		£42,600					£42,600			£42,600	
Officer Time (LTPFT)	£92,700						£92,700			£92,700	
Deputy Monitoring Officer - Registration of Interest		£90					£90			£90	
Deputy Monitoring Officer - time (compliance)		£1,484					£1,484			£1,484	
<b>Post programme mobilisation</b>											
<b>Staffing and Delivery</b>											
GBC Legal support											Assumption: 40% of costs capitalised Assumption: 10% of costs allocated to management costs Grant = 3 days, Contract = 5 days
Programme Manager Costs		£24,111	£57,536	£57,551	£40,925	£180,122	£72,049	£18,012	£90,061		Assumption: 40% of costs capitalised Assumption: 10% of costs allocated to management costs £50k salary, to align with GBC pay scales (plus on-costs)
GBC Finance support		£65,000	£65,000	£65,000	£65,000	£260,000	£104,000	£26,000	£130,000		Assumption: 20% of costs capitalised Assumption: 30% of costs allocated to management costs 10yr1 projects x 3 days 17yr2 projects x 3 days 19yr3 projects x 3 days 14yr4 projects x 3 days

											Assumption: 40% of costs capitalised Assumption: 10% of costs allocated to management costs 3 days per project
Internal procurement			£9,270	£16,232	£18,686	£13,768	£57,956	£23,182	£5,796	£28,978	
External procurement support			£12,360	£21,642	£18,358	£18,358	£70,718	£28,287	£7,072	£35,359	Assumption: 40% of costs capitalised Assumption: 10% of costs allocated to management costs 2 days per project
<b>Community Engagement</b>											
Consultation exercises (surveys, materials)						£12,000	£12,000			£12,000	
<b>Total GBTB expenditure</b>							<b>£924,475</b>	£244,062	£81,695	<b>£598,718</b>	
<b>Available PfN/MHCLG funding</b>										<b>£600,000</b>	
<b>Balance (Available PfN funding vs anticipated GCTB spend)</b>										<b>£1,282</b>	Contingency

<b>Notes</b>	Freedoms and flexibilities - Boards can spend their capacity funding allocation flexibly across the full lifespan of the programme. Boards are encouraged to maximise the use of the capacity funding throughout investment period 1, to build capacity locally and undertake the extensive engagement and consultation required with their community. Capitalisation of project costs - aligned to GBC compliance requirements (i.e. 'capital projects' defined as projects > £10k) Management costs - allocation of management costs to revenue projects
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## Investment Plan Yrs1-4

### Greater Carlton Plan for Neighbourhoods

#### Project Themes and Year 1-4

##### Expenditure Profile

#	Project theme	Description	Delivery organisation(s)	Mechanism for delivery	REVENUE					CAPITAL					Total value of PfN expenditure £	% value of PfN allocation		
					Revenue £ - GCTB expenditure					Capital £ - GCTB expenditure								
					Yr 1 26/2 7	Yr2 27/2 8	Yr3 28/2 9	Yr4 29/3 0	Total	Yr 1 26/2 7	Yr2 27/28	Yr3 28/29	Yr4 29/30	Total				
1	Community learning and development	Procurement: funding for a range of locally based activities and support programmes designed to: - Increase (young) adult skill levels - Promote positive behaviours and increase aspirations/ life chances (NEET)	Third parties	Procurement by GBC (Contract).	£ -	£ 30,000	£ 140,000	£ 200,000	£ 370,000	£ -	£ 100,000	£ 50,000	£ -	£ 150,000	£ 520,000	8%		
2	Local Retail Centres Vision and Delivery Plan including shop front improvem	Programme of vision setting/masterplanning and action plan which will focus on activation. Capital funding	Third parties	Procurement by GBC (Contract).	£ -	£ 50,000	£ 60,000	£ -	£ 110,000	£ 40,000	£ 410,000	£ 450,000	£ 500,000	£ 1,400,000	£ 1,510,000	23%		

	ent grants.	to deliver a suite of immediate improvements, including shop front improvement grants.  Revenue funding to support a programme of events across the years.														
3	<b>Support for community organisations (capital and revenue grants)</b>	Revenue and capital grant pot to support local community organisations. Capital spend will fund improvements to community buildings. Revenue spend will support community organisations to schedule events and programmes.	Third parties	Grant scheme administered by GBC.	£ 15,000	£ 15,000	£ 15,000	£ 15,000	£ 60,000	£ 50,000	£ 50,000	£ 50,000	£ 50,000	£ 200,000	£ 260,000	4%
4	<b>Improving green spaces - Programme of improvements to</b>	Series of council led or community led projects to improve local green spaces and play areas.	GBC	Projects directly delivered by GBC Parks Team. NB	£ -	£ 5,000	£ -	£ -	£ 5,000	£ 120,000	£ 690,000	£ 200,000	£ 445,000	£ 1,455,000	£ 1,460,000	22%

	<b>parks and recreation areas excluding sports facilities</b>			funding used to procure services.												
5	<b>Park and Heritage assets (grants)</b>	Grants to local heritage asset owners to improve their offer and access.	Third parties	Grant scheme administered by GBC.	£ -	£ 15,000	£ 20,000	£ 20,000	£ 55,000	£ -	£ 50,000	£ 50,000	£ 50,000	£ 150,000	£ 205,000	3%
6	<b>Improvements to Sports Facilities (Council led)</b>	Series of council led projects to improve leisure and sports locally.	GBC	Projects directly delivered by GBC Leisure Team. NB funding used to procure services.	£ -	£ -	£ 29,651	£ 29,651	£ 59,302	£ 75,000	£ 200,000	£ 700,000	£ 500,000	£ 1,475,000	£ 1,534,302	23%
7	<b>Improvements to Sports Facilities (community led)</b>	Grant scheme to support local sports organisations (capital and revenue).	Third parties	Grant scheme administered by GBC.	£ -	£ 30,000	£ 30,000	£ 30,000	£ 90,000	£ 25,000	£ 60,000	£ 40,000	£ 50,000	£ 175,000	£ 265,000	4%
8	<b>Greater Carlton Community Connector</b>	Continuation of the One Step at a Time (OSAAT) project to provide 2 community connectors, working with young people to	Third parties	Procurement by GBC (Contract).	£ -	£ -	£ 30,000	£ 30,000	£ 60,000	£ -	£ -	£ -	£ -	£ -	£ 60,000	1%

		support young people mental wellbeing whilst co-designing relevant positive activities with a range of stakeholders locally.													
9	<b>Business Adviser</b>	Business advisor role - available to all Greater Carlton SMEs and includes funding, business growth initiatives, business plan development, premises enquiries, etc, following UKSPF.  This will be funded for 2 years with the expectation that UKSPF will be replaced in some way.	Third parties	Procurement by GBC (Contract).	£ 60,000	£ 60,000	£ -	£ -	£ 120,000	£ -	£ -	£ -	£ -	£ -	£ 120,000 2%
10	<b>Grants to Local Businesses</b>	Grant to local businesses in the Greater Carlton area to support growth and	Third parties	Grant scheme administered by GBC.	£ -	£ 20,000	£ 40,000	£ 40,000	£ 100,000	£ -	£ -	£ -	£ -	£ -	£ 100,000 2%

1	Immediate Justice - Skills	<p>Co-funding the continuation of the PCC Reparative Justice programme with the other Nottinghamshire Boards. Funding ending without this help.</p> <p>Project would link offenders across the region with programmes which would develop their skills and link to employment. £350k in total PA. Linked to 'fix my street'.</p>	Third party (via PCC)	Procurement by GBC (Contract).	£ 60,000	£ -	£ -	£ 60,000	£ -	£ -	£ -	£ -	£ -	£ 60,000 <b>1%</b>

1	Skills Audit Study	Deep dive research to understand the skills needs locally for businesses and suggest projects for investment in later years.	Third parties	Procurement by GBC (Contract).	£ 35,000	£ -	£ -	£ -	£ 35,000	£ -	£ -	£ -	£ -	£ -	£ -	£ 35,000	1%
1	Greater Carlton Investment Pipeline Study	Pot of funding available for the Board to commission what is required to enable the Board to leverage further funding from EMCCA. Detail is to be confirmed based on EMCCA's requirements and objectives, but likely to fund the identification of key projects in Greater Carlton (investment pipeline), business case development, or cost benefit analyses.	Third parties	Procurement by GBC (Contract).	£ 30,000	£ 30,000	£ -	£ -	£ 60,000	£ -	£ -	£ -	£ -	£ -	£ -	£ 60,000	1%

1	Capitalisation of project costs (Post programme mobilisation)	Capitalised project costs - proportion of capacity funding allocated to capital projects (with value over £10k)	N/a	N/a	£ -	£ -	£ -	£ -	£ 46,406	£ 68,708	£ 69,705	£ 59,243	£ 244,062	£ 244,062	4%	
1	GBC management costs - revenue cost (Post programme mobilisation)	Management costs for revenue projects - proportion of capacity funding allocated to revenue projects	N/a	N/a	£ 15,533	£ 22,999	£ 23,332	£ 19,830	£ 81,695	£ -	£ -	£ -	£ -	£ 81,695	1%	
Totals					£ 215,533	£ 277,999	£ 387,983	£ 384,481	£ 1,265,997	£ 356,406	£ 1,628,708	£ 1,609,705	£ 1,654,243	£ 5,249,062	£ 6,515,059	98%

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	Revenue £					Capital £					Total PfN
	Yr 1 26/27	Yr2 27/28	Yr3 28/29	Yr4 29/30	Total	Yr 1 26/27	Yr2 27/28	Yr3 28/29	Yr4 29/30	Total	
Spend	215,533	277,999	387,983	384,481	£ 1,265,997	356,406	1,628,708	1,609,705	1,654,243	£ 5,249,062	£ 6,515,059
Allocation	232,000	256,000	432,000	432,000	£ 1,352,000	360,000	1,736,000	1,605,000	1,605,000	£ 5,306,000	£ 6,658,000
Difference	16,467	- 21,999	44,017	47,519	£ 86,003	3,594	107,292	-4,705	- 49,243	56,938	142,941

## Capacity Fund

### Greater Carlton Plan for Neighbourhoods

#### Capacity funding profile

	£	£	£	£	£	£	£	£	£	£	Notes
	Yr 0 24/25	Yr 0 25/26	Yr 1 26/27	Yr2 27/28	Yr3 28/29	Yr4 29/30	Pre- allocation total	Capitalised allocation (40%)	Mgt cost allocation (rev)	Post- allocation total	
<b>Prior to programme mobilisation</b>											
Mutual Ventures Contract 1	£56,075						<b>£56,075</b>			<b>£56,075</b>	
Mutual Ventures Contract 2		£68,013					<b>£68,013</b>			<b>£68,013</b>	
Planning for delivery - consultancy contract (TBC)		£42,600					<b>£42,600</b>			<b>£42,600</b>	
Officer Time (LTPFT)	£92,700						<b>£92,700</b>			<b>£92,700</b>	
Deputy Monitoring Officer - Registration of Interest		£90					<b>£90</b>			<b>£90</b>	
Deputy Monitoring Officer - time (compliance)		£1,484					<b>£1,484</b>			<b>£1,484</b>	
<b>Post programme mobilisation</b>											
<b>Staffing and Delivery</b>											

GBC Legal support			£24,111	£57,536	£57,551	£40,925	<b>£180,122</b>	£72,049	£18,012	<b>£90,061</b>	Assumption: 40% of costs capitalised Assumption: 10% of costs allocated to management costs Grant = 3 days, Contract = 5 days
Programme Manager Costs			£65,000	£65,000	£65,000	£65,000	<b>£260,000</b>	£104,000	£26,000	<b>£130,000</b>	Assumption: 40% of costs capitalised Assumption: 10% of costs allocated to management costs £50k salary, to align with GBC pay scales (plus on-costs)
GBC Finance support			£13,138	£23,004	£26,479	£20,096	<b>£82,717</b>	£16,543	£24,815	<b>£41,359</b>	Assumption: 20% of costs capitalised Assumption: 30% of costs allocated to management costs 10yr1 projects x 3 days 17yr2 projects x 3 days 19yr3 projects x 3 days 14yr4 projects x 3 days
Internal procurement			£9,270	£16,232	£18,686	£13,768	<b>£57,956</b>	£23,182	£5,796	<b>£28,978</b>	Assumption: 40% of costs capitalised Assumption: 10% of costs allocated to management costs 3 days per project
External procurement support			£12,360	£21,642	£18,358	£18,358	<b>£70,718</b>	£28,287	£7,072	<b>£35,359</b>	Assumption: 40% of costs capitalised Assumption: 10% of costs allocated to management costs 2 days per project

<b>Community Engagement</b>										
Consultation exercises (surveys, materials)					£12,000	<b>£12,000</b>			<b>£12,000</b>	
<b>Total GBTB expenditure</b>						<b>£924,475</b>	£244,062	£81,695	<b>£598,718</b>	
<b>Available PfN/MHCLG funding</b>									<b>£600,000</b>	
<b>Balance (Available PfN funding vs anticipated GCTB spend)</b>									<b>£1,282</b>	Contingency

**Notes**  
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Freedoms and flexibilities - Boards can spend their capacity funding allocation flexibly across the full lifespan of the programme.

Boards are encouraged to maximise the use of the capacity funding throughout investment period 1, to build capacity locally and undertake the extensive engagement and consultation required with their community.

Capitalisation of project costs - aligned to GBC compliance requirements (i.e. 'capital projects' defined as projects > £10k)

Management costs - allocation of management costs to revenue projects

## Equality Impact Assessment: Greater Carlton Plan for Neighbourhoods

Greater Carlton Plan for Neighbourhoods (GCPFN)	
The main objective of	<p>The Council has been awarded £20 million endowment style funding over 10 years to develop a 10-Year Regeneration Plan for Greater Carlton through the Plan for Neighbourhoods. The Council will act as the accountable body for this funding and is responsible for the implementation of compliant investment plans agreed by the Neighbourhood Board.</p> <p>The 10-year Regeneration Plan and any associated investment plans created by the Board will identify a range of measures and proposed investments under the Plan for Neighbourhood themes of:</p> <ul style="list-style-type: none"><li>• Regeneration, high streets and heritage</li><li>• Housing</li><li>• Work, productivity and skills</li><li>• Cohesion</li><li>• Health and wellbeing</li><li>• Transport</li><li>• Safety and security</li><li>• Education and opportunity</li></ul> <p>The Council, as the accountable body, confirmed their proposed chair, board membership and boundary by 22 April 2025.</p> <p>The Council, in partnership with the Neighbourhood Board, has developed 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.</p>
What impact will this have on the following groups? Please note that you should consider both external and internal impact:	
<ul style="list-style-type: none"><li>• External (e.g. stakeholders, residents, local businesses etc.)</li><li>• Internal (staff)</li></ul>	

Please use only 'Yes' where applicable					Comments
		Negative	Positive	Neutral	
Gender	External			Yes	<p>The PFN programme requires the council as the accountable body to establish a Neighbourhood Board and appoint an independent chair.</p> <p>The Board and Council have undertaken extensive community and stakeholder engagement to inform the development of the 10year Regeneration Plan and 4 year investment plan for Carlton.</p> <p>The Council as the accountable body have and will continue to ensure there is inclusivity and comprehensive opportunities to engage in the development of the Regeneration Plan and investment plans and will not differentiate between persons who share a relevant Protected characteristic.</p>
	Internal			Yes	
Gender Reassignment	External			Yes	<p>The Council as the accountable body have and will continue to ensure there is inclusivity and comprehensive opportunities to engage in the development of the Regeneration Plan and investment plans, and will not differentiate between persons who share a relevant Protected characteristic.</p>
	Internal			Yes	
Age	External			Yes	<p>The Council as the accountable body have and will continue to ensure there is inclusivity and comprehensive opportunities to engage in the development of the Regeneration Plan and investment</p>

					plans and will not differentiate between persons who share a relevant Protected characteristic. . The Council and Board have and will continue to ensure that the voices of different groups (including young people and seniors) are included in the development of the Regeneration Plan and associated investment plans. The Neighbourhood Board currently has representation from the Youth Mayor, and Gedling Senior Council.
	Internal			Yes	
Marriage and civil partnership	External			Yes	The Council as the accountable body have and will continue to ensure there is inclusivity and comprehensive opportunities to engage in the development of the Regeneration Plan and investment plans, and will not differentiate between persons who share a relevant Protected characteristic.
	Internal			Yes	
Disability	External				The Council as the accountable body have and will continue to ensure there is inclusivity and comprehensive opportunities to engage in the development of the Regeneration Plan and investment plans, and will not differentiate between persons who share a relevant Protected characteristic.  As specifications for individual interventions are developed, the Council and Board will seek to engage with local stakeholders and service users to inform these specifications and designs, including accessibility.

	Internal			Yes	
Race & Ethnicity	External			Yes	The Council as the accountable body have and will continue to ensure there is inclusivity and comprehensive opportunities to engage in the development of the Regeneration Plan and investment plans and will not differentiate between persons who share a relevant Protected characteristic. As specifications for individual interventions are developed, the Council and Board will seek to engage with local stakeholders and service users to inform these specifications and designs.
	Internal			Yes	
Sexual Orientation	External			Yes	The Council as the accountable body have and will continue to ensure there is inclusivity and comprehensive opportunities to engage in the development of the Regeneration Plan and investment plans, and will not differentiate between persons who share a relevant Protected characteristic.
	Internal			Yes	
Religion or Belief (or no Belief)	External			Yes	The Council as the accountable body have and will continue to ensure there is inclusivity and comprehensive opportunities to engage in the development of the Regeneration Plan and investment plans, and will not differentiate between persons who share a relevant Protected characteristic.
	Internal			Yes	
Pregnancy & Maternity	External			Yes	The Council as the accountable body have and will continue to ensure there is inclusivity and comprehensive opportunities to engage in the

					development of the Regeneration Plan and investment plans, and will not differentiate between persons who share a relevant Protected characteristic.
	Internal			Yes	
Other Groups (e.g. any other vulnerable groups, rural isolation, deprived areas, low-income staff etc.). Please state the group/s:	External			Yes	The Council as the accountable body have and will continue to ensure there is inclusivity and comprehensive opportunities to engage in the development of the Regeneration Plan and investment plans, and will not differentiate between persons who share a relevant Protected characteristic.
	Internal			Yes	

Is there is any evidence of a high disproportionate adverse or positive impact on any groups?	No		
Is there an opportunity to mitigate or alleviate any such impacts?	No		If any adverse impacts become known during future consultation exercises, these risks will be included on the overall programme risk register, and mitigated.
Are there any gaps in information available (e.g. evidence) so that a complete assessment of different impacts is not possible?	No		
In response to the information provided above please provide a set of proposed action including any consultation that is going to be carried out:			

Planned Actions	Timeframe	Success Measure	Responsible Officer
<p>The Council as the accountable body together with the Carlton Board independent chair will continually review the membership of the Board to reflect the local communities and key stakeholder groups.</p> <p>The Council and Board will review the ongoing community and stakeholder engagement plan to ensure inclusivity across the Borough.</p>	<p>Consultation completed between May and October 2025.</p> <p>Ongoing stakeholder and engagement proposals to be developed by March 2026.</p>	<p>The membership of the Board reflects the area's key stakeholders and communities.</p> <p>Approved comprehensive engagement plan.</p> <p>Approved ongoing stakeholder engagement proposals.</p>	Chief Executive and Independent Chair Greater Carlton PFN Board (David Stewart)

#### Authorisation and Review

Completing Officer	Nathan Wall
Authorising Service Manager	
Date	13 10 2025
Review date (if applicable)	



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Name of project, policy, function, service, or proposal being assessed:	<p><b>Carbon Impact Assessment: Greater Carlton Plan for Neighbourhoods (GCPFN)</b></p> <p>The Council has been awarded £20 million endowment style funding over 10 years to develop a 10-Year Regeneration Plan for Greater Carlton through the Plan for Neighbourhoods. The Council will act as the accountable body for this funding, and is responsible for the implementation of compliant investment plans agreed by the Neighbourhood Board.</p> <p>The 10-year Regeneration Plan and any associated investment plans created by the Board will identify a range of measures and proposed investments under the Plan for Neighbourhood themes of:</p> <ul style="list-style-type: none"> <li>• Regeneration, high streets and heritage</li> <li>• Housing</li> <li>• Work, productivity and skills</li> <li>• Cohesion</li> <li>• Health and wellbeing</li> <li>• Transport</li> <li>• Safety and security</li> <li>• Education and opportunity</li> </ul> <p>The Council, as the accountable body, confirmed their proposed chair, board membership and boundary by 22 April 2025.</p> <p>The Council, in partnership with the Neighbourhood Board, has developed 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.</p>			
The main objective of Plan for Neighbourhoods: Carlton	The main objective of the Plan for Neighbourhoods is to develop a plan for Greater Carlton, focused on securing improvements for residents, businesses and communities across the themes mentioned above, which are informed by community and stakeholders.			
What impact will this (please insert the name) have on the following Please read guidance before completing.				
Category	Negative	Positive	No impact/ Negligible change	Mitigation/ Comments

<b>Behaviour &amp; Culture Change</b>	<p>The £20 million PFN funding will enable a 10-year Regeneration Plan for Greater Carlton and 4-year investment plan to be developed to include interventions that can impact upon regeneration, high streets and heritage, housing work, productivity and skills, cohesion, health and wellbeing, transport, safety and security, education and opportunity. Interventions across these areas can have a positive impact on behavioural change to reduce emissions, which will be informed by any specifications developed for interventions under each of these thematic areas.</p>		<p>The 10-year Regeneration Plan for Greater Carlton and 4-year investment plan will consider Carbon Reduction and Sustainability in line with the Council's Environment Policy.</p>
<b>Built Environment</b>	<p>There is a possibility that the development of the investment plans across the 10-year period of the plan identifies interventions that could include capital works, including construction works.</p> <p>In the event of any construction work, proposed designs and any associated business cases will include measures to minimise and mitigate against adverse impacts relating to carbon emissions.</p>	<p>Interventions developed through the investment plans developed by the Board may include interventions that improve existing green and open spaces, or introduce new areas of greening within public spaces. Similarly, investments made across the 10-year period may include improving public transport connectivity and introducing active travel measures that can have a positive impact upon the environment.</p>	<p>The 10-year Regeneration Plan for Greater Carlton and 4-year investment plan will consider Carbon Reduction and Sustainability in line with the Council's Environment Policy..</p>

<b>Transport</b>		Future investment plans may include interventions that encourage public transport take up and active travel.		The 10-year Regeneration Plan for Greater Carlton and 4-year investment plan will consider Carbon Reduction and Sustainability in line with the Council's Environment Policy.
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<b>Energy, Natural Resources &amp; Climate Change</b>	Delivery of the 10-year Regeneration Plan and Investment Plans could result in an increase in energy demand from potential developments/interventions. However, wherever possible, these will be mitigated by efficient design and robust business cases.	Interventions in each investment plan will require business cases that will consider the Council Environment Policy and options to minimise carbon emissions/energy efficiency.		The 10-year Regeneration Plan for Greater Carlton and 4-year investment plan will consider Carbon Reduction and Sustainability in line with the Council's Environment Policy.
<b>Waste Reduction &amp; Recycling</b>			Recycling and waste reduction are not included as a theme of the GCPFN. However, a consideration of the environmental impacts of interventions will be considered within the delivery of the Board's Investment	The 10-year Regeneration Plan for Greater Carlton and 4-year investment plan will consider Carbon Reduction and Sustainability in line with the Council's Environment Policy.

			Plans, through the development of business cases which will consider the Council's Environmental Policy.	
<b>Blue-Green Infrastructure/Biodiversity</b>		Future investment plans may include interventions and opportunities to improve biodiversity across the Borough as identified by the community and stakeholders.		The 10-year Regeneration Plan for Greater Carlton and 4-year investment plan will consider Carbon Reduction and Sustainability in line with the Council's Environment Policy.
<b>Procurement &amp; Purchasing</b>		The procurement of consultants to undertake the preparation of the 10-year Regeneration Plan for Greater Carlton and 4-year investment plan included reference to the environment and sustainability. All business cases created for proposed interventions within investment plans will include reference to climate change and carbon emissions that will be incorporated into the procurement process as the Council is the accountable body.		The 10-year Regeneration Plan for Greater Carlton and 4-year investment plan will consider Carbon Reduction and Sustainability in line with the Council's Environment Policy.

In response to the information provided above please provide if there is any proposed action including any consultation that is going to be carried out

Planned Actions	Timeframe	Potential Outcome	Responsible Officer
The Greater Carlton PFN 10-year Regeneration Plan and 4-year Investment Plan has been and will continue to be informed by ongoing community and stakeholder engagement.	Engagement which has informed the development of the 10-year Regeneration Plan and 4 year Investment Plan has been undertaken between April – October 2025.	Ensure that developing plans are fully considering environmental factors, mitigating against any adverse impacts, and optimising positive interventions.	<b>Assistant Director for Economic Growth &amp; Regeneration</b>

### **Authorisation and Review**

<b>Completing Officer</b>	<b>Nathan Wall</b>
<b>Authorising Head of Service/Director</b>	<b>Assistant Director for Economic Growth &amp; Regeneration</b>
<b>Date</b>	<b>10<sup>th</sup> October 2025</b>
<b>Review date (if applicable)</b>	

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## Report to Overview & Scrutiny Committee

**Subject:** Review of complaints received by the Council and Annual Review Letter - Local Government and Social Care Ombudsman 2024/25

**Date:** 12 January 2026

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

### Wards Affected

All Wards

### Purpose

To inform Members of the receipt of the Annual review letter from the office of the Local Government and Social Care Ombudsman (LGSCO) and the complaints dealt with by the Council through the internal complaint's procedure during the year 2024/25.

### Key Decision

This is not a key decision.

### Recommendation

#### THAT Committee:

- 1) Notes the details of the Annual Review letter from the Local Government and Social Care Ombudsman and the information in relation to the number of complaints dealt with by the Council through the internal complaint's procedure in 2024/25.

### 1 Background

- 1.1 Members will be aware of the Council's arrangements for dealing with formal complaints, full details of which are available on the website and provided in the Council's Complaints, Compliments and Comments Policy ("the Policy"). This policy was reviewed and updated in October 2024 to align with the LGSCO Model Complaints Code; no further updates are required at this time. An Unacceptable Customer Behaviour Policy was adopted by Council

in 2022. This policy is currently under review to align with the Employee Protection Register and will be brought to a future meeting for approval.

- 1.2 The Council operates a two stage complaints process, initial complaints are handled at stage 1, if the complainant is not satisfied with the handling of the complaint, it can be escalated by the complainant to stage 2 and investigated by a more senior officer. Ultimately, if the complainant is not satisfied with the handling of the complaint at stage 2, the complaint can be escalated to the LGSCO, details of which are provided to the complainant. The departmental analysis of complaints and compliments appears below.
- 1.3 Between 1 April 2024 and 31 March 2025, the Council received a total of 537 complaints, which is an increase from 417 complaints received in 2023/24. Of all complaints received 39% were upheld or partially upheld at stage 1, which is the same as 2023/24. The Council has received 284 compliments in 2024/25 this is a significant increase from the 190 received in 2023/24. The breakdown of complaints and compliments is set out below.

Service	Complaints received	Upheld/ partially upheld	Compliments
Benefits	8	1	0
Communications	0	0	0
Community Relations	1	1	29
Customer Services	9	7	5
Economic Growth and Regeneration	0	0	0
Elections and Member Services	3	0	0
Housing	24	1	11
Legal Services	2	0	0
Leisure	12	8	180
Organisational Development	0	0	0
Parks & Street Care	95	67	19
Planning	15	3	7
Property Services	8	2	0
Public Protection	27	1	4
Revenues Services	38	11	2
Transport Services	0	0	0
Waste	295	105	27
<b>Total</b>	<b>537</b>	<b>207</b>	<b>284</b>

- 1.4 In 2024/25, 68 (13%) of complaints related to equality matters this is an increase in 21 from the previous year. Details of these complaints are reported quarterly through the usual complaint review process, through the Strategic Equality and Diversity Group and reported as part of the annual equality report to Cabinet later in the year. The largest area of equality related complaints related to Waste Services where those individuals requiring assisted collection were reporting missed bins. All assisted collections are now mapped on the Whitespace software management system with details of the location from which the bin can be collected. It is hoped this will assist crews in ensuring such collections are not missed in future.
- 1.5 The number of complaints across most departments have not really fluctuated from the previous year. The most significant change in complaint level is within Waste Services with an increase from 225-295 over the 2 years. There has also been increases in Parks and Street Care 64-95, Housing 19-24 and Revenues 22-38. Waste continues to have the highest level of complaints across all services. The performance of Waste Services is being monitored, and Cabinet have been updated in relation to performance issues being experienced as a result of a number of factors including changes to structures, implementation of new systems and processes, increased demand and sickness absence. The transformation of environmental operational services is ongoing across waste, parks, street care and fleet but will take some time to embed. The software management system Whitespace is already starting to provide much more effective data for crews and Customer Services in relation to managing customer queries and complaints.
- 1.6 In addition to complaints, it is also important to focus on the significant increase in compliments received in 2024/25. The majority of compliments fall within Leisure Services and reflect a fantastic performance throughout the service throughout 2024/25. In particular, positive feedback is received in relation to swimming lessons. Across all service areas comments repeatedly focus on the professionalism of staff and the many occasions where staff demonstrate thoughtfulness and care for customers, for example, the glass collection team making sure a customer's delivery package was returned to the glass box after emptying, the revenues officer demonstrating "compassion and care" towards a change in circumstances customer. In general terms, customers tend to be less inclined to provide positive feedback and as such it is important that the volume of such engagement is reported.
- 1.7 Where a complaint is not upheld in full or in part, the complainant may ask for it to be considered further under stage 2 of the complaint's procedure. Between 1 April 2024 and 31<sup>st</sup> March 2025, 35 complaints were considered under stage 2, this is an increase from the 22 in the previous year. Of these 12 or 34% of complaints were upheld at stage 2

(an increase from 33% upheld in 2023/24). The breakdown of stage 2 complaints is as follows.

Service	Stage 2 complaints	Upheld/ partially upheld	Not Upheld
Elections and member Services	1	0	1
Housing	2	1	1
Legal Services	1	0	0
Parks and Street Care	3	2	1
Planning	4	1	3
Property Services	1	0	1
Public Protection	8	0	8
Revenues Services	11	4	7
Waste Services	4	4	0
<b>Total</b>	<b>35</b>	<b>12</b>	<b>23</b>

1.7 Members should note that complaints and compliments data is analysed and reported to the Budget and Performance Board and Senior Leadership Team (SLT) quarterly as part of performance monitoring, to ensure that any trends can be identified and appropriate action taken. Details of complaints are also reported annually through the Overview and Scrutiny Committee. Any complaints relating to equality matters are also considered by the Strategic Equality and Diversity Group to identify any equality related actions arising.

1.8 If the complainant is not happy with the response at stage 2, they are entitled to refer their complaint to the Local Government and Social Care Ombudsman ("LGSCO"). Between 1 April 2024 and 31 March 2025, the Council received 11 complaints from the LGSCO (one fewer than the previous year). The LGSCO also received 6 complaints from residents which had not been through the Council's complaints process so were rejected as premature and referred back through the Council's complaints process, and one complaint where insufficient information was provided to log it to the Council. A summary of the decisions on complaints of the LGSCO made in 2024/25 appear in the table below.

Service	Decision of LGO
Housing	Closed after initial enquiries
Planning and development	Closed after initial enquiries
Benefits and Tax	Closed after initial enquiries
Planning and Development	Upheld: injustice remedied during

	Council complaint process
Benefit and Tax	Closed after initial enquiries
Planning and Development	Closed after initial enquiries
Planning and Development	Closed after initial enquiries
Housing	Advice given signposted
Planning and Development	Closed after initial enquiries
Benefits and Tax	Upheld: injustice remedied during Council complaints process
Environmental Services and Public Protection	Closed after initial enquiries

1.9 As Members will note, a number of complaints were closed after initial enquiries, this means the LGSCO determined no further investigation into the Council's handling of the complaint was warranted.

1.10 Members will note that two of the complaints determined by the LGSCO in 2024/25 were upheld, however it was determined that the Council had addressed issues through the Council's complaints procedure and the LGSCO therefore deemed no further action necessary. In the decision notices issued the LGSCO indicated that they would not investigate either complaint. The first of these complaints was with regards to the handling of pre-planning application advice. The complainant alleged that there had been delays in receiving advice from planning officers. The Council had already issued an apology to the complainant for any delay and provided further advice without charge which was deemed adequate by the LGSCO. The second upheld complaint related to Revenues. In this instance enforcement action had been taken against a business incorrectly to recover monies owed to the Council. The Council had apologised and offered compensation for any costs incurred in the dispute, again the LGSCO deemed this acceptable.

1.11 The Annual Review letter for the year ending 31 March 2025 is attached at Appendix 1. Members will note that of the complaints determined by the LGSCO in 2024/25, two are referenced as upheld. These are the two complaints referenced in para 1.10. The percentage of complaints therefore upheld by the Ombudsman of those investigated was 2, 100%. This is above the average of 66% for similar size authorities. It should be noted however that there is no comparison in terms of the volume of complaints investigated at other similar size authorities, so other similar size authorities could have significantly larger volumes of investigations and larger numbers upheld but the percentage figure would be lower. It should also be noted that although the data published in the annual review records 2 investigations were undertaken, in the two decision notices issued by the LGCSO on the upheld complaints it was made clear that the LGSCO were not investigating.

- 1.12 Since April 2013, the LGSCO has been publishing all decisions on complaints they receive. Decision statements are published on the Ombudsman website at [www.lgo.org.uk](http://www.lgo.org.uk) no earlier than three months after the date of the final decision. The information published does not name the complainant or any individual involved with the complaint. The LGSCO also retains discretion not to publish a decision, for example where it would not be in the interests of the person complaining to publish or where there's a reason in law not to.
- 1.13 The data contained in the Annual Review letter has been uploaded onto the Ombudsman's interactive map, also available on the LGSCO website, which shows the annual review data for all Councils.
- 1.14 As part of the complaints handling process, it is essential that officers receive training to ensure effective handling of complaints. Two of the Council's Assistant Directors attended complaint handling training delivered by the Ombudsman earlier this year and a training programme is currently being developed to cascade this information down. In addition the Council is currently reviewing complaint handling processes to determine whether there is a more efficient and effective way to manage complaints in a more corporate way rather than in silos.

## **2      Proposal**

- 2.1 It is proposed that the Overview & Scrutiny Committee note the contents of the report in respect of complaints data and the Local Government and Social Care Ombudsman's annual letter for 2024/25.

## **3      Alternative Options**

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

## **4      Financial Implications**

- 4.1 In terms of the financial implications, there is an impact on resource where resource is utilised to investigate and manage complaints.

## **5 Legal Implications**

5.1 The Local Government and Social Care Ombudsman is the independent body responsible for investigating complaints made against public bodies where it is alleged there has been maladministration causing injustice. The powers of the Local Government and Social Care Ombudsman come from the Local Government Act 1974. The LGSCO will generally only investigate a complaint against a public body where the complaint has firstly been taken through that body's internal complaints procedure. It is therefore essential that the Council maintains a robust complaints process. The LGSCO does have the power to make recommendations to a public authority following a complaint however the recommendations are not mandatory, findings and recommendations are however published by the LGSCO. Where the LGSCO makes a finding of maladministration with injustice following an investigation, by virtue of s.5A of the Local Government and Housing Act 1989, the Monitoring Officer is required to prepare a report to the Executive.

## **6 Equalities Implications**

6.1 The Council's Complaints process is designed to enable accessibility for all as complaints are invited by a variety of methods, including; by telephone, in writing, by email, via a councillor, in person and online.

6.2 Complaints relating to equality are now categorised separately through the complaint's system so that any issues or trends can be identified and any necessary improvements made.

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

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

## **8 Appendices**

8.1 Appendix 1 – Local Government and Social Care Ombudsman Annual review Letter.

## **9 Background Papers**

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

## **10 Reasons for Recommendations**

10.1 To alert the Executive to the contents of the Local Government Ombudsman Annual Review Letter and raise awareness of the complaints received by the Council during 2024/25.

### **Statutory Officer approval**

**Approved by:**

**Date:**

**On behalf of the Chief Financial Officer**

**Approved by:**

**Date:**

**On behalf of the Monitoring Officer**

# Local Government & Social Care OMBUDSMAN

21 May 2025

By email

Mr Hill  
Chief Executive  
Gedling Borough Council

Dear Mr Hill

## Annual Review letter 2024-25

I write to you with your annual summary of complaint statistics from the Local Government and Social Care Ombudsman for the year ending 31 March 2025. The information offers valuable insight about your organisation's approach to complaints, and I know you will consider it as part of your corporate governance processes. We have listened to your feedback, and I am pleased to be able to share your annual statistics earlier in the year to better fit with local reporting cycles. I hope this proves helpful to you.

### Your annual statistics are available here.

In addition, you can find the detail of the decisions we have made about your Council, read the public reports we have issued, and view the service improvements your Council has agreed to make as a result of our investigations, as well as previous annual review letters.

In a change to our approach, we will write to organisations in July where there is exceptional practice or where we have concerns about an organisation's complaint handling. Not all organisations will get a letter. If you do receive a letter it will be sent in advance of its publication on our website on 16 July 2025, alongside our annual Review of Local Government Complaints.

## Supporting complaint and service improvement

In February we published [good practice guides](#) to support councils to adopt our [Complaint Handling Code](#). The guides were developed in consultation with councils that have been piloting the Code and are based on the real-life, front-line experience of people handling complaints day-to-day, including their experience of reporting to senior leaders and elected members. The guides were issued alongside free [training resources](#) organisations can use to make sure front-line staff understand what to do when someone raises a complaint. We will be applying the Code in our casework from April 2026 and we know a large number of councils have already adopted it into their local policies with positive results.

This year we relaunched our popular [complaint handling training](#) programme. The training is now more interactive than ever, providing delegates with an opportunity to consider a complaint from receipt to resolution. Early feedback has been extremely positive with delegates reporting an increase in confidence in handling complaints after completing the training. To find out more contact [training@lgo.org.uk](mailto:training@lgo.org.uk).

Yours sincerely,



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

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## Report to Overview and Scrutiny Committee

**Subject:** Social Value Policy 2025-27

**Date:** 12 January 2026

**Author:** Deputy Chief Executive and Monitoring Officer and Contract and Procurement Manager

### Wards Affected

All Wards

### Purpose

To seek views on the Council's Social Value Policy approach 2025-27 prior to submission to Cabinet for approval.

### Key Decision

This is not a key decision.

### Recommendation

#### THAT Committee:

- 1) Considers the Social Value Policy at Appendix 1 to this report prior to submission to Cabinet for approval.

## 1 Background

1.1 The Council has undertaken a complete review of its procurement function over the last 18 months. Members will recall that a detailed update on all the work undertaken in this area was presented to Committee in July 2025. The review has resulted in a number of changes to the procurement function as follows:

- Changes to the Council's Procurement Rules to align with the Procurement Act 2023
- Adoption of a Procurement Strategy 2025-2027

- Training delivered to all officers responsible for procurement
- Recruitment of a Contract and Procurement Manager
- Appointment of Orbis procurement a shared service provider (SSP) to support the Council's procurement function.
- An internal audit of the Council's procurement function
- Changes to the Council's invitation to tender documents and standard contract terms
- A compliance audit on contract spend to ensure appropriate procurement processes were undertaken
- Adoption of an online contract management tool
- Update of the Council's contract's register

1.2 Within the Council's adopted Procurement Strategy, a commitment was made to deliver a policy and process to maximise social value opportunities through procurement. A draft Social Value Policy has now been prepared and is attached at Appendix 1. Approval of the Policy will be required by Cabinet, but in order to ensure engagement on the policy there has been a consultation with Senior Leadership Team, Assistant Directors and managers involved in procurement. The draft policy is presented to Overview and Scrutiny Committee for consideration.

1.3 The Public Services (Social value) Act 2012 mandated that all procurements by public bodies which were over the public procurement thresholds should apply a 10% weighting of the evaluation score to the delivery of social value. The current procurement thresholds (from 1<sup>st</sup> January 2026) are £214,904 for goods and services. £5,372,609 for works and concessions contracts.

1.4 As the Procurement Act 2023 now requires contracts to be awarded on the basis of the “most advantageous tender”, rather than the previous “most economically advantageous tender”, the focus on what contractors can deliver as part of the contract is much wider. Social Value is a key component of a most advantageous tender and requires contractors to set out how they can deliver wider public benefit through the provision of their services.

1.5 The Council have sought social value through procurement processes for some time, however, with less and less resource available to the Council for delivering wider non-statutory public benefits, it is important that the Council leverages social value in a way that can enable it to support key

non-statutory functions such as improving health and well-being, providing opportunities for education, jobs and economic growth. The purpose of the policy is to present a clear set of priorities that the Council wish contractors to support through social value. This structured approach enables a more effective evaluation of contracts and enables delivery of wider public benefit in a way which aligns with the Council's priorities.

- 1.6 The policy document itself sets out the explanation of social value and how the Council will seek to secure social value through the bidding process. It also provides a list of key requirements which contractors can select from as part of their social value submission. Providing a clear framework to contractors ensures that they can tailor their bids to meet Council priorities and should deliver specific targeted outcomes for residents within the borough.
- 1.7 This approach to securing social value effectively to compliment Council priorities is an approach supported by our SSP Orbis. The performance of the social value element of a contract will be managed through key performance indicators. It is likely that social value delivered on a contract for services in one area will also require engagement from managers in other areas, for example, a construction contract on a Council building may result in a contractor delivering apprenticeships or career guidance thereby supporting the functions of the Economic regeneration team. If adopted, it is essential that teams work together to ensure delivery of social value outcomes.

## **2      Proposal**

- 2.1 It is proposed that Committee consider the Social Value Policy at Appendix 1 and in particular the recommended priorities. Any feedback or comments from this Committee will be fed into the final policy which is to be presented to Cabinet for approval.

## **3      Alternative Options**

- 3.1 Committee could choose to make no recommended changes to the document or propose changes. Committee are being consulted as part of the process to adopt the policy and any proposed amendments will be considered by Cabinet.

## **4      Financial Implications**

- 4.1 In terms of the financial implications, whilst there are no direct financial implications arising from the preparation of this policy, it is expected that

improvements to our approach to social value will deliver much wider public benefits.

## **5 Legal Implications**

5.1 Regard has been had to the Procurement Act 2023, Public services (Social Value) Act 2012 and statutory National Procurement Policy Statement in the preparation of this policy. All procurement activity must be undertaken in compliance with the Acts, the Council's Contract and Procurement Rules and should align with the Council's Procurement Strategy.

## **6 Equalities Implications**

6.1 An Equality Impact Assessment is shown at Appendix 2.

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

7.1 A Carbon Impact Assessment is shown at Appendix 3.

## **8 Appendices**

8.1 Appendix 1 – Draft Social Value Policy 2025-27

Appendix 2 – Equality Impact Assessment

Appendix 3 – Carbon Impact Assessment

## **9 Background Papers**

9.1 None

## **10 Reasons for Recommendations**

10.1 To ensure the Council has a robust strategy on how social value will be delivered in alignment with Gedling Plan/Corporate Plan priorities.

### **Statutory Officer approval**

**Approved by:**

**Date:**

**On behalf of the Chief Financial Officer**

**Approved by:**

**Date:**

**On behalf of the Monitoring Officer**

## Social Value Policy 2025-2027

Serving people, Improving lives

### Document Control

Version control 3.0	
Date approved:	Approved by:
Date of next review: December 2027	
Job title of responsible officer:	

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## Foreword

The Council has undertaken a thorough review of its procurement function and practices over the last two years and continues to drive change in this area as set out in the Council's Procurement Strategy and in accordance with the Procurement Act and the Government's Procurement Policy Statement.

The Council's Procurement Strategy highlights the Council's need to maximise opportunities for social value to be delivered through its procurement activities. This document provides the Council's policy approach to ensuring social value is maximised to deliver on the Council's priorities for its communities, place and economy.

Whilst social value has been secured through contracts with key suppliers, this policy provides clarity around what and how social value can be delivered. It provides a steer to officers and contractors as to how social value opportunities can be maximised and what activities the Council would like suppliers to contribute towards.

As we move forward with Local Government reorganisation and ultimately seek to align our approach to social value with other local authority's, regard has been had to the existing social value position of neighbouring authorities and the East Midlands Combined County Authority.

Chief Executive

## What is Social Value?

Social Value is defined by the Public Services (Social Value) Act 2012 which came into effect from January 2013. It allows the Council to consider wider value that can be created through the way that public services are commissioned, procured, and delivered, and these values can be a mixture of financial and non-financial benefits that are created by an organisation.

A defined and agreed approach to Social Value ensures the Council will consider the benefits to the local community, its individuals and the environment, to deliver better value for money.

The Public Services (Social Value) Act 2012 requires the Council to consider some central themes as outlined below. The Council can choose the best approach to the value it will achieve within these themes:

- **Economic Wellbeing** – e.g. supporting local businesses and employment
- **Social wellbeing** – e.g. promoting community cohesion and tackling inequalities
- **Environmental wellbeing** – e.g. reducing carbon emissions and promoting sustainability

For Social Value to be effective, the Council must ensure that the benefits that it wants to achieve are measurable, there is a closer working relationship between the Council and the organisations and individuals it works with, and that there is a focus on achieving value for money that goes beyond the minimum requirements of a contract. The Council will take a direct approach to securing social value through contract management and embed target monitoring in all its activities.

## What are our aims and objectives?

The Council's Gedling Plan sets out the corporate priorities for the organisation. A review of this plan is underway to provide a more focussed delivery plan as we move

towards Local Government Re-organisation. It is important that our social value requirements wherever possible align with the outputs of our strategic plans.

In addition, the Council has detailed action plans to deliver on its Equality, Diversity and Inclusion objectives and carbon reduction ambitions. Again, social value outputs should wherever possible support these ambitions and plans.

The Council has a commitment to equality and diversity in all its approaches and our policy on this can be found on our [website](#). Throughout all our procurement exercises, the Council will follow the requirements of The Procurement Act 2023 and ensure that bidders are treated fairly and equally whilst giving local enterprises opportunities to participate where they can in line with the Councils Procurement Strategy.

The Council has developed 5 specific themes that will have outcomes and criteria that bidders will be evaluated against within each procurement exercise that the Council undertakes. The themes are developed to have a positive impact on the residents of the borough, and the themes are as follows:

- Enable healthier, safer, and more connected communities
- Develop skills for development and jobs
- Increase digital enablement
- Cleaner, greener spaces and combat the climate emergency

To provide clarity for bidders in relation to the Council's objectives, officers have engaged with Directors and Assistant Directors across service areas to establish the key priorities and objectives within the service area that could be met through Social Value. As a result of this engagement, Appendix A provides a list of priorities, outcomes and assessment criteria to allow for greater transparency in projects where social value can be delivered.

There is a need for proportionality on all the Council's procurement opportunities and expectations must be achievable with expected outcomes relative and proportionate to the value of the contract.

## When will we consider Social Value?

Gedling Borough Council will go beyond the minimum legal requirements of the legislation in place. Whereas national legislation places an expectation to consider and deliver Social Value where it is possible on all of its more expensive contracts which are known as being Above UK Threshold, the Council will look for opportunities to deliver Social Value wherever it is possible and realistic to achieve regardless of the estimated contract value.

- **Contracts with estimated values of between £10,000 and £30,000**

All procurement processes will consider social value to be delivered and 5% of the total score available will be based on social value

- **Contracts with estimated values of between £30,000 and UK Threshold**

All procurement processes that are advertised will consider social value to be delivered and a minimum of 5% of the total score available will be based on social value

- **Contracts with estimated value of UK Threshold level and above**

All procurement processes that are advertised will consider social value to be delivered and a minimum of 10% of the total score available will be based on social value

## Why are doing this?

There are several key benefits of embedding Social Value into public sector procurement and with the introduction of The Procurement Act 2023, the Council can look beyond the net cost of a contract and delivering Services and Works in a functional way. The main benefits can be summarised as follows:

### 1. Maximise Public Benefit

The Council can deliver tangible improvements and opportunities to local communities. The Procurement Act 2023 mandates the public sector to have regard to maximising public benefit.

## 2. Better Value for Money

Social Value allows the Council to move away from what has traditionally been referred to as the Most Economically Advantageous Tender, to what is now defined as the Most Advantageous Tender, meaning the Council can look for a more community and society-based approach from suppliers. The Council can look to develop closer working relationships with its suppliers which may help budgets go further.

## 3. Local Economic Growth

The Council in line with its Procurement Strategy will look to give opportunities to Small and Medium Enterprises (SMEs) and Voluntary, Community and Social Enterprises (VCSEs) and local suppliers where possible to stimulate the local economy.

## 4. Environmental Sustainability

Where possible the quality of the environment will be considered and commitments to reduce carbon emissions, promote energy efficiency, recycling, sustainability, and support biodiversity wherever possible.

## 5. Social Inclusion and Equity

Procurement can be used to promote fairness and opportunities and remove barriers where the requirement is defined in an opportunity.

## 6. Improved Supplier Relationships

The inclusion of Social Value will encourage the need to collaborate with suppliers and their supply chains, and look to lead innovation and better value for money

## 7. Legal and Policy Compliance

Social Value will help the Council meet its obligations under relevant legislation including:

- Public Services (Social Value) Act 2012

- Procurement Act 2023
- Procurement Policy Notices (PPNs) like PPN 06/20 and PPN 002
- Equality Act 2010 and
- Modern Slavery Act 2015

## 8. Measurable Impact

To be successful, social value must have an impact that is tangible. The Council will therefore monitor the themes, outcomes and assessment criteria on a project-by-project basis to quantify outcomes (e.g. apprenticeships and jobs created, carbon savings) and track delivery across the contract lifecycle

## How will we achieve Social Value?

As part of the procurement process contractors will have access to this policy to assist them in putting forward proposals for social value submissions. Delivery of the social value will then be embedded through contractual terms and key performance indicators and strong contract management.

The Council's procurement processes will embed Social Value in various ways and the implementation of it comes from planning at the pre-procurement phase, right through to the invitation to tender, and eventually the contract delivery.

- **Social value Objectives published** – Appendix A provides the list of social value priorities and objectives the Council wishes to see delivered from 2025-2027. This list is publicly available for anyone wishing to submit a quote or tender to the council.
- **Preliminary Market Engagement** – The Procurement Act 2023 directs Councils to consider undertaking preliminary market engagement and where the Council needs to understand the market better, the Council will conduct a formal process where possible to understand what suppliers can (and are prepared to) offer. When utilised, all suppliers are encouraged to participate in these exercises when formal Notices are published. The Council recognises that it will need to look further than just standardised approaches

and gain an understanding of what already has been achieved plus what change is needed to deliver the Social Value requirements. Raising awareness with stakeholders on the Council's Social value priorities will be key during this stage.

- **Contract Standards** – Minimum requirements, priorities, desired outcomes and evaluation standards will be available to bidders in procurement exercises. The Council intends to use at least one qualitative question on every procurement that asks bidders to consider and deliver social value. Social value questions will carry a specific weighting that will be explained in the Council's procurement documentation. As part of this document, expectations will be set out as to the level of social value required along with provision of Appendix A, and terms for contract will be available from the outset in all procurement exercises to set out the Council's position when social value requirements are not delivered.
- **Key Performance Indicators (KPIs)** – KPIs will be outlined within the tender pack and there will be a minimum of three KPIs on all procurement opportunities issued by the Council in line with the Gedling Constitution. KPIs are used to evaluate the performance of suppliers through the lifecycle of the contract. Consequences of failure to meet KPIs will be outlined within the terms for contract issued with the tender pack. Where appropriate KPIs will be provided to monitor delivery of social value requirements.
- **Procurement Evaluation Processes** – The default approach on procurement opportunities that are advertised will be to be inclusive of social value in the evaluation criteria on all procurement exercises. The percentage of score available for the delivery of social value will be defined within the tender pack in every exercise. Our tendering documents have been overhauled and updated to include this to explain the mechanisms that this entails. Evaluation will also be based on the ability to deliver on the priorities set out in Appendix A.

The Council may ask for specific social value priorities, outcomes and assessment criteria to be delivered, for example, to confirm the total number of jobs and apprenticeships created that can be measured, or the total volunteering hours, or even the carbon footprint reduced by. A specific

template for bidders to complete in some circumstances will be provided with tenders to help measure this if required.

- **Contract Management** – The Council will undertake monitoring of the suggested approaches made by suppliers to ensure the benefits of the approach are realised. Suppliers may be invited to provide evidence of the achievements made throughout the lifecycle of the contract and the Council will track achievements. Should a supplier be unable to deliver on the commitments made, the Council may consider remedies are sought accordingly. This could include changing suppliers, Service Credits when monitoring KPIs and Liquidated Damages.

#### **Review of this policy**

**It is expected that as more contractors bid and deliver on the Social Value priorities that the document will be reviewed and updated. the update will require ongoing engagement with service areas. Review of the priorities should be undertaken on an annual basis and any updates agreed by the Executive.**

**DRAFT**

## Appendix A

### **Focus Areas, Aims and Objectives of Social Value in Gedling Borough Council**

To deliver social value within the borough, the Council wants to have a positive impact on the community based on our vision, the desire to add value to contracts and achieve value for money.

Gedling Borough Council has set a number of priorities that we would like to achieve. Attached to each priority are several outcomes that provide specific direction where the social value should be focussed, and assessment criteria where bidders on procurements can focus their attention when replying to qualitative questions within procurement exercises that will ultimately help our residents. A full breakdown is provided on a separate document.

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Gedling Borough Council Social Value Model		
GBC Priority Theme	GBC Outcome	GBC Model Assessment Criteria
Priority 1.  ENABLE HEALTHIER, SAFER, CONNECTED COMMUNITIES.	<b>GBC Outcome 1.1</b>  Safe and Healthy Living	<b>Assessment Criteria 1.1.1</b>  Increase healthier living within the borough of Gedling including (but not fixed to) investing in facilities and resources for health and leisure to help improve the quality of life of residents
		<b>Assessment Criteria 1.1.2</b>  Build a safer community and reduce crime and anti-social behaviour within the borough of Gedling
		<b>Assessment Criteria 1.1.3</b>  Prevent and reduce homelessness and rough sleeping within the borough of Gedling
		<b>Assessment Criteria 1.1.4</b>  Support flood resilience in communities within the borough of Gedling
		<b>Assessment Criteria 1.1.5</b>  Support measures to improve security for residents in towns and for community buildings within the borough of Gedling
		<b>Assessment Criteria 1.1.6</b>  Increase education on fitness (and relevant qualifications to this), and increasing the number of people who are active, reducing stress and improving mental health
	<b>GBC Outcome 1.2</b>  Supporting the Community	<b>Assessment Criteria 1.2.1</b>  Support expansion and improvements to sports facilities and football pitches within the borough of Gedling
		<b>Assessment Criteria 1.2.2</b>  Support young people mental wellbeing with positive actions and local stakeholders within the borough of Gedling
		<b>Assessment Criteria 1.2.3</b>  Support provision of diversionary and holiday activities to school age children within the borough of Gedling
		<b>Assessment Criteria 1.2.4</b>  Increase and enhance inclusivity at Council facilities and within the borough of Gedling as a whole
		<b>Assessment Criteria 1.2.5</b>  Support volunteering and Voluntary, Community and Social Enterprise (VCSE) organisations in contract delivery within the borough of Gedling
Priority 2.  SKILLS FOR DEVELOPMENT AND JOBS	<b>GBC Outcome 2.1</b>  Employment and Opportunities	<b>Assessment Criteria 2.1.1</b>  Increase opportunities for apprenticeships within the borough of Gedling
		<b>Assessment Criteria 2.1.2</b>  Support opportunities for rehabilitation of offenders within the borough of Gedling
		<b>Assessment Criteria 2.1.3</b>  Increase job opportunities within the borough of Gedling and support to secure employment
	<b>GBC Outcome 2.2</b>  Skills for Development	<b>Assessment Criteria 2.2.1</b>  Support locally based activities and programmes to increase (young) adult skills levels and care leavers, and promote positive behaviours within the borough of Gedling
		<b>Assessment Criteria 2.2.2</b>  Develop skills for disadvantaged people in the areas facing deprivation within the borough of Gedling
		<b>Assessment Criteria 2.2.3</b>  Supporting local businesses to set up, grow and improve initiatives within the borough of Gedling

<b>Priority 3.</b> <b>DIGITAL ENABLEMENT</b>	<b>GBC Outcome 3.1</b>  Systems and digitalisation	<b>Assessment Criteria 3.1.1</b>  Support initiatives for Digital Inclusion within the borough of Gedling to build digital skills and confidence among excluded communities
		<b>Assessment Criteria 3.1.2</b>
		 Support initiatives for Digital Inclusion within the borough of Gedling to enable improved access to devices and / or connectivity for excluded communities
<b>Priority 4.</b>  <b>CLEANER, GREENER SPACES AND COMBAT THE CLIMATE EMERGENCY</b>	<b>GBC OUTCOME 4.1</b>  Environmentally Sustainable Practices	<b>Assessment Criteria 4.1.1</b>  Support recycling initiatives or education campaigns or reduce fly-tipping within the borough of Gedling
		<b>Assessment Criteria 4.1.2</b>
		 Improve green spaces and park assets including safety and security of sites considering sustainable use of products within the borough of Gedling
		<b>Assessment Criteria 4.1.3</b>
		 Reduce littering and increase education locally including volunteer groups to support this within the borough of Gedling
		<b>Assessment Criteria 4.1.4</b>
		 Continue to support measures that support the Carbon Reduction Action Plan within the area

## Equality Impact Assessment

Name of project, policy, function, service or proposal being assessed:	Social Value Policy				
The main objective of (please insert the name of accessed document stated above):	Set out the Council's priorities for securing social value in the procurement process				
<p>What impact will this (please insert the name) have on the following groups? Please note that you should consider both external and internal impact:</p> <ul style="list-style-type: none"> <li>External (e.g. stakeholders, residents, local businesses etc.)</li> <li>Internal (staff)</li> </ul>					
Please use only 'Yes' where applicable		<b>Negative</b>	<b>Positive</b>	<b>Neutral</b>	<b>Comments</b>
<b>Gender</b>	External		x		(see below for all comments)
	Internal			x	
<b>Gender Reassignment</b>	External		x		
	Internal			x	
<b>Age</b>	External		x		
	Internal			x	

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

<p>Please state the group/s:</p> <hr/> <hr/>					
--	--	--	--	--	--

<p>Is there is any evidence of a high disproportionate adverse or positive impact on any groups?</p>	<p>Yes</p>	<p>No</p>	<p>Comment</p> <p>Not at this stage, but it is expected that as a whole the objectives within the social value policy will have a positive impact for individuals within all protected characteristics as it seeks to improve access to work and training for all as well as improving health well-being and life chances, improving digital skills and public assets. Further evidence of the positive outcomes within different protected groups can be captured through KPIs in respect of social value. The purpose of the policy is to ensure wider public benefit and to support non-statutory functions which improve life chances and support those less likely to have the opportunity to access employment.</p>		
<p>Is there an opportunity to mitigate or alleviate any such impacts?</p>	<p>Yes</p>	<p>No</p>	<p>Comment</p> <p>N/A</p>		
<p>Are there any gaps in information available (e.g. evidence) so that a complete assessment of different impacts is not possible?</p>	<p>Yes</p>	<p>No</p>	<p>Comment</p> <p>There are gaps in data to properly identify where real impacts could be made in relation to specific protected characteristics. This is something that is to be developed as the policy is implemented so we can better track</p>		

			performance of suppliers and their commitment to equality, diversity and inclusion.
In response to the information provided above please provide a set of proposed action including any consultation that is going to be carried out:			
Planned Actions	Timeframe	Success Measure	Responsible Officer
Implement social value policy and process	6 months	Clear outputs/KPIs to show where particular protected characteristics have been positively impacted.	Contracts and procurement Manager

### **Authorisation and Review**

<b>Completing Officer</b>	<b>Fran Whyley</b>
<b>Authorising Head of Service/Director</b>	<b>Deputy Chief Executive</b>
<b>Date</b>	<b>29 December 2025</b>
<b>Review date ( if applicable)</b>	<b>July 2026</b>

Name of project, policy, function, service or proposal being assessed:	Social Value Policy			
The main objective of (please insert the name of accessed document stated above):	Set out the Council's priorities for the delivery of social value through procurement.			
<p>What impact will this (please insert the name of project) have on the following:            Please read guidance before completing. For each category, insert a tick/yes against the impact and include mitigation/comments for each category.</p>				
Category	Negative	Positive	No impact/ Negligible change	Mitigation/ Comments
Behaviour & Culture Change		x		It is one priority of the policy that suppliers, as part of procurement would need to demonstrate their commitment to reduce environmental impacts and we would seek to leverage opportunities to contribute to carbon reduction targets as one of the SV priorities.

Built Environment		x		Potential impact as the strategy would require any procurement for construction to demonstrate innovative techniques to reduce carbon impacts.
Transport			x	

## Climate Impact Assessment



Energy, Natural Resources & Climate Change		x		Comments as above, we would expect suppliers to demonstrate carbon reduction initiatives as one of the social value priorities.
Waste Reduction & Recycling		x		The policy encourages engagement with suppliers who demonstrate efficiency in waste.
Blue-Green Infrastructure/Biodiversity		x		The policy supports working with suppliers who seek to minimise impacts on the environment and preserve habitats.
Procurement & Purchasing		x		Carbon reduction is a key objective of the social value policy.

In response to the information provided above please provide if there is any proposed action including any consultation that is going to be carried out

Planned Actions	Timeframe	Potential Outcome	Responsible Officer
Review environmental outputs of procurement through KPIs and performance management of contracts.	6 months	Contribution to carbon reduction targets.	Contract and Procurement Manager


### **Authorisation and Review**

<b>Completing Officer</b>	<b>Fran Whyley</b>
<b>Authorising Head of Service/Director</b>	<b>Deputy Chief Executive</b>
<b>Date</b>	<b>30 December 2025</b>
<b>Review date ( if applicable)</b>	<b>6 months</b>



## Report to Overview and Scrutiny Committee

**Subject:** Gedling Plan Quarter 2 Performance Report

**Date:** 12 January 2026

**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 2 of 2025/26.

### **Key Decision**

This is not a key decision.

### **Recommendation**

#### **THAT:**

The progress against Improvement Performance Indicators for quarter 2 of 2025/26 be noted.

The progress against Annual Delivery Plan Actions 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.
- 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 2 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

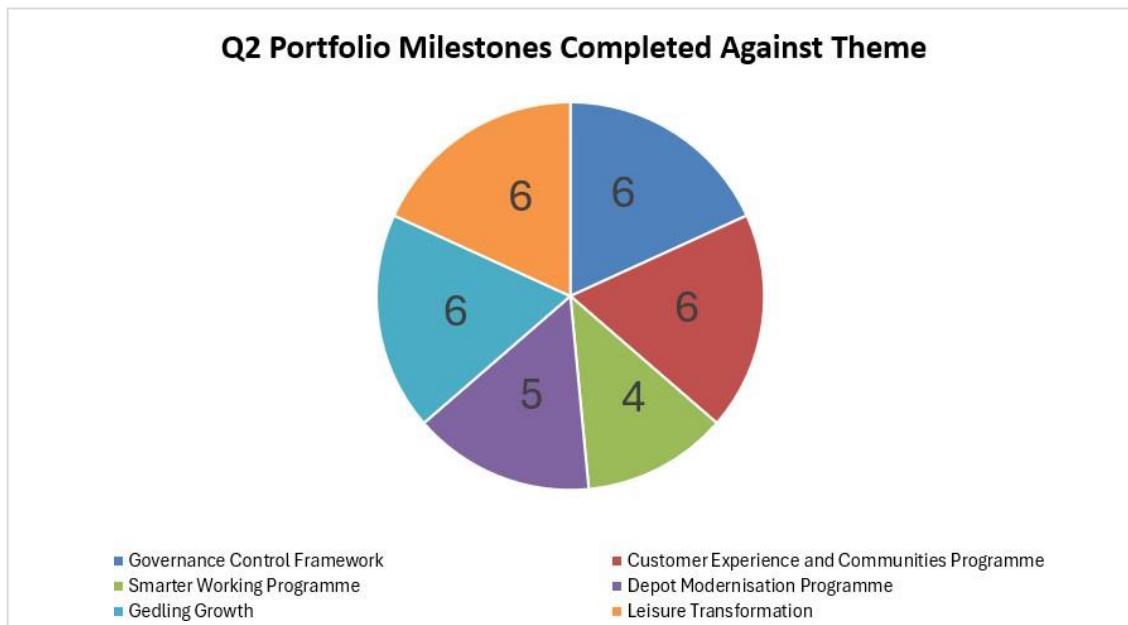
- 2.3 Milestones have been identified under each action to assist the monitoring of progress against the delivery plan, of which there are a total of 189 covering all themes for 2025/26.
- 2.4 For Q2 there were originally 69 milestones recorded as planned for delivery during July to September. 33 have been completed (please see appendix A for more details) and 36 were realigned to Q3 or Q4 as more information on these projects were made available and dependencies became known.
- 2.5 Of the 36 milestones that have been realigned, 34 are ‘on track’ (signifying that milestones are progressing as planned – **status green**) and 2 milestones are being closely monitored, 1 has been identified as ‘at risk’ where there are issues or concerns that could impact delivery but are being addressed or mitigated. 1 has been identified as ‘off track’ where issues do exist that are impacting progress, and corrective action is being implemented to meet the year-end deadline. The milestone ‘off-track’ is ‘Create an action plan to drive delivery’ and is related to the Annual Delivery Plan action – ‘Created a digital

inclusion approach to support customers and employees'.

2.6 There were 30 milestones completed in Quarter 1 and 33 completed in quarter 2 against 189 due for the whole year. This represents a cumulative completion rate of milestones of 33.33% (the number of completed and expected milestones below). The completion rate is expected to significantly increase in quarter 3 as the milestones tracking 'Green' are completed.

Quarter 1 Completed	Quarter 2 Completed	Quarter 3 Expected	Quarter 4 Expected
30	33	73	53

2.7



### 3 Achievements

3.1 Focussed on deliverables from the Annual Delivery Plan, key achievements identified for particular attention during quarter 2 include:

- Between July and August 2025, our programme consultants, Mutual Ventures led a targeted engagement and consultation campaign with key stakeholders to support the development of themes, proposals and interventions for our 4-year investment plan.
- Work towards the local plan has taken place, with the Issues and Options consultation concluded in September attracting over 1500

responses. These are now being assessed along with the suitability of sites and draft policies being considered.

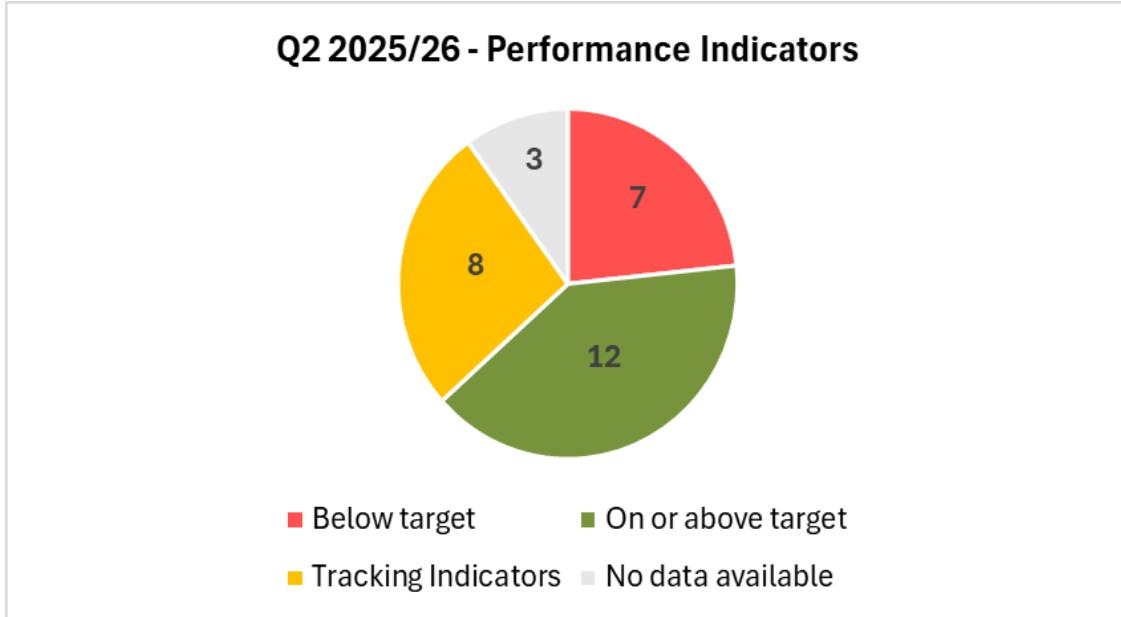
- The Whitespace Waste Management System was successfully released for operational use in Municipal waste.
- Demolition of the waste depot shed has commenced and is in progress, due for completion by during Q3.
- Initial design of new council website complete, with high level design approved by SLT. Website/Customer Relationship Management capability will support improved Waste Service processes and Subscription based services (Garden Waste).

## 4 Performance Indicators

### 4.1 Quarter 2 Performance Indicators in 2025/26

There are 30 performance indicators which are monitored on a quarterly basis in 2025/26. In Q2, 12 of these indicators either met or exceeded their target, 7 were below target, 8 indicators are for tracking purposes only and for 3 indicators data is not available (please see appendix B for more details). For the 3 indicators where data is not available, 2 are dependent on new software implementations and data will be available in the future and 1 is currently being reviewed due to the complexity in how to measure it accurately.

### 4.2



4.3 Examples of performance indicators that exceeded their target in Q2 2025/26:

<b>Performance Indicator</b>	<b>Q2 2025/26</b>	
	<b>Value</b>	<b>Target</b>
Percentage of Council Tax collected	53.9%	49.25%
Percentage of Business Rates Collected	55.36%	49.75%
LI018 Percentage of invoices paid within 30 days	99.33%	99%
Percentage of calls to the contact centre answered (or call back made) - 12 month rolling total	95.8%	94%
Percentage of Calls to customer service answered within SLA (40 seconds)	95.6%	85%
Number of visits to leisure centres	338,479	291,300
Number of affordable homes delivered (gross)	20	19
Percentage of Major planning applications processed within 13 weeks	100%	92%

Percentage of other planning applications processed within 8 weeks	96.5%	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	63	13

4.4 The following performance indicators missed their target in Q2.

<b>Performance Indicator</b>	<b>Q2 2025/26</b>	
	<b>Value</b>	<b>Target</b>
<b>Percentage of customers that are satisfied with overall customer service</b>	84.6%	94%
Small number of surveys received - 23 over the quarter, 20 satisfied, 3 unsatisfied. Nothing specific noted in customer feedback to attribute the drop to, will be monitored.		
<b>Housing Benefits /Council Tax Reduction Scheme time taken to process new claims</b>	27.3 days	15 days
Current resource challenges following the loss of a team leader and one administrative team member are contributing factors. A resourcing report is being taken to SLT in November for consideration which will address the challenges.		
<b>Housing Benefit /Council Tax Reduction Scheme time taken to process changes in circumstances</b>	14.3 days	5 days

<p>Current resource challenges following the loss of a team leader and one administrative team member are contributing factors. A resourcing report is being taken to SLT in November for consideration which will address the challenges.</p>		
<b>Net additional homes provided</b>	131	158
<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>		
<b>Percentage of Minor planning applications processed within 8 weeks</b>	80.95%	86 %
<p>The performance in Q2 is slightly below the local target due to the determination of some more historic planning applications. However, cumulative performance for the year to date is 87.5% which exceeds the National Target of 70% and the Local Target of 86%.</p>		
<b>Number of long term (over 12 months) empty homes in the Borough returned to use as a result of Gedling Borough Council intervention</b>	11	17
<p>11 properties returned to use. Slightly behind target. Properties range from being empty for 12 months to 12 years.</p>		
<b>Working Days Lost Due to Sickness Absence (rolling 12-month total)</b>	13.45 days	9 days
<p>Sickness absence has increased due to several long-term illnesses occurring in Environmental Services and staff being unable to return to work in their existing jobs. Casework in this area is complex and has increased. This is being sensitively handled by the Assistant Director, supported by the HR Team.</p>		

## 5 Compliments and Complaints

5.1 The compliments and complaints for Q2 2025/26 show the following:

- In Q2 2025/26 the council received 51 compliments, which is 6% fewer compliments received than in the previous quarter.
- 236 complaints were received in Q2 2025/26, which is 31% fewer complaints received than in the previous quarter.
- 90% of the complaints received in Q2 2025/26 were processed in time, which is 1% higher rate of complaints processed in time than in the previous quarter.
- 80 MP letters were received in Q2 2025/26, which is 18% more MP letters than in the previous quarter.
- 75% of the total number of complaints that the council received in Q2 2025/26, related to Waste Services
- 54% of all complaints received in Q2 2025/26 were classified as justified.

## **6 Alternative Options**

6.1 Not to present an update on quarterly performance, in which case, Members will not be aware of performance against the current Annual Delivery Plan and Performance Indicators in Q2 2025/26.

## **7 Financial Implications**

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

## **8 Legal Implications**

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

## **9 Equalities Implications**

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

## **10 Carbon Reduction/Sustainability Implications**

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

## **11 Appendices**

- 11.1 Appendix A - Q2 2025/26 Delivery Plan Completed Milestones
- 11.2 Appendix B - Q2 2025/26 Performance Indicator Report

## **12 Background Papers**

- 12.1 None identified.

## **13 Reasons for Recommendations**

- 13.1 To ensure Members are informed of the performance against the Annual Delivery Plan and Gedling Plan.

### **Statutory Officer approval**

**Approved by:**

**Date:**

**On behalf of the Chief Financial Officer**

**Approved by:**

**Date:**

**On behalf of the Monitoring Officer**

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Milestone Title	Status	Target Date	Associated ADP Action	Delivery Theme
004 - Complete discovery and design in Revenues and Welfare	Completed	01/08/2025	ADP012 - Implemented a new CRM and business processes (phased, Waste, Revs and Bens in tranche 1, with two additional areas to follow). 4 areas in 2025/2026 in total.	Customer Experience and Communities Programme
001 - Design new website	Completed	01/08/2025	ADP013 - Implemented a new council website, a new booking capability and improved web chat capabilities.	Customer Experience and Communities Programme
004 - Design initial booking capability	Completed	01/09/2025	ADP013 - Implemented a new council website, a new booking capability and improved web chat capabilities.	Customer Experience and Communities Programme
006 - Define webchat requirement	Completed	01/07/2025	ADP013 - Implemented a new council website, a new booking capability and improved web chat capabilities.	Customer Experience and Communities Programme
002 - Carry out consultation on proposed strategy	Completed	01/07/2025	ADP017 - Created, consulted on and embedded a new Consultation Strategy (supporting engagement in the design of services).	Customer Experience and Communities Programme
003 - Review consultation responses and make necessary changes as required	Completed	01/07/2025	ADP017 - Created, consulted on and embedded a new Consultation Strategy (supporting engagement in the design of services).	Customer Experience and Communities Programme
001 - Use data analysis from Whitespace to align budget requirement with need (waste)	Completed	01/09/2025	ADP031 - Stabilised our waste, streets and parks services, with evidence based zero base budget prepared based on real data for the 2026/27 financial year	Depot Modernisation Programme
002 - Testing (Domestic)	Completed	01/07/2025	ADP032 - Implemented the first phases of a waste and environmental services management system and integration with CRM, improving end processes and	Depot Modernisation Programme

			creating self-service options for customers	
003 - Training (Domestic)	Completed	01/07/2025	ADP032 - Implemented the first phases of a waste and environmental services management system and integration with CRM, improving end to end processes and creating self-service options for customers	Depot Modernisation Programme
004 - Go Live (Domestic)	Completed	01/07/2025	ADP032 - Implemented the first phases of a waste and environmental services management system and integration with CRM, improving end to end processes and creating self-service options for customers	Depot Modernisation Programme
001 - Review findings of grant funded report	Completed	01/07/2025	ADP036 - Designed a clear plan for the depot, including considering reforms and electrification.	Depot Modernisation Programme
001 - Consultation on Regulation 18	Completed	01/09/2025	ADP040 - Progressed a Local Plan for Gedling, aligned, where appropriate to do so, to the Greater Nottingham Strategic Plan.	Gedling Growth
001 - Review of non-strategic (non parish funding) funding decision	Completed	01/09/2025	ADP041 - Completed and consulted on a review of the Community Infrastructure Levy	Gedling Growth
001 - Undertake and complete targeted stakeholder engagement to support and prioritise themes and projects as part of the 4-year investment plan	Completed	01/09/2025	ADP042 - Continued to support the Greater Carlton Town Board, readying for delivery.	Gedling Growth

001 - Complete summer Riba 02 consultation	Completed	01/08/2025	ADP043 - Completed the final work required for the current stage of planning for Ambition Arnold.	Gedling Growth
001 - Carry out review of 'call for' suggested sites	Completed	01/09/2025	ADP045 - Created additional opportunities for the use of land for strategic housing.	Gedling Growth
002 - Review of existing technology to ensure remains fit for purpose	Completed	01/09/2025	ADP004 - Have implemented improved risk control, implemented and embedded the Risk Management Strategy and supporting technology / reporting capabilities.	Governance Control Framework
002 - Train managers in the use of Agresso	Completed	01/08/2025	ADP006 - Improved reporting up and down, including budgetary grip within services, and risk position / mitigation with oversight at SLT.	Governance Control Framework
004 - Training on financial regulations to Assistant Directors	Completed	01/09/2025	ADP006 - Improved reporting up and down, including budgetary grip within services, and risk position / mitigation with oversight at SLT.	Governance Control Framework
003 - Create Priority Matrix Process to access new projects onboarding and provide a mechanism by which projects can be assessed as to whether they should start/stop continue, based upon the available capacity in the relevant business areas	Completed	01/07/2025	ADP007 - Ensured strong SLT oversight and control (start / stop / continue) and gates for projects (frequency of SLT update based on risk).	Governance Control Framework
004 - Implement Project Management System (Jira)	Completed	01/08/2025	ADP008 - Implemented portfolio management (standard management of projects, centralised oversight and reporting, capacity and dependency management)	Governance Control Framework

005 - Commence the co-creation of the portfolio frameworks tool kit to support programme and project management delivery	Completed	01/08/2025	ADP008 - Implemented portfolio management (standard management of projects, centralised oversight and reporting, capacity and dependency management)	Governance Control Framework
003 - Complete Review of the Strategic Outcomes Planning Model	Completed	01/09/2025	ADP047 - Determined the future for all our Leisure Centre sites, through Business Cases Analysis and Feasibility Studies.	Leisure Transformation Programme
005 - Undertake business case analysis for joint use site operations	Completed	01/12/2025	ADP047 - Determined the future for all our Leisure Centre sites, through Business Cases Analysis and Feasibility Studies.	Leisure Transformation Programme
001 - Complete Review of the Strategic Outcomes Planning Model	Completed	01/09/2025	ADP048 - Agreed an Outline Business Case, Design and Delivery Plans, and Funding Strategy for a new Carlton Leisure and Community Wellbeing Centre.	Leisure Transformation Programme
002 - Undertake Community and Stakeholder Consultation and Engagement	Completed	01/09/2025	ADP048 - Agreed an Outline Business Case, Design and Delivery Plans, and Funding Strategy for a new Carlton Leisure and Community Wellbeing Centre.	Leisure Transformation Programme
003 - Complete construction partner onboarding process	Completed	01/08/2025	ADP048 - Agreed an Outline Business Case, Design and Delivery Plans, and Funding Strategy for a new Carlton Leisure and Community Wellbeing Centre.	Leisure Transformation Programme
003 - Undertake Community and Stakeholder Consultation and Engagement for a new Carlton	Completed	01/09/2025	ADP051 - Undertaken stakeholder and community engagement regarding the future of our leisure centre service	Leisure Transformation Programme

Leisure and Community Wellbeing Centre				
001 - Migrated our finance system to the Cloud. Be more resilient and ready to exploit improved finance dashboards and self-service.	Completed	01/08/2025	ADP021 - Migrated our finance system to the Cloud. Be more resilient and ready to exploit improved finance dashboards and self-service.	Smarter Working Programme
001 - Agreeing performance standards with procurement partner	Completed	01/07/2025	ADP022 - Improved our procurement service â€“ including having a Council wide pipeline and Plan.	Smarter Working Programme
004 - Update tender template package to include KPI's and performance management targets	Completed	01/08/2025	ADP022 - Improved our procurement service â€“ including having a Council wide pipeline and Plan.	Smarter Working Programme
001 - Brief managers and staff in the new process	Completed	01/03/2026	ADP025 - Improved performance management, including a new PDR process.	Smarter Working Programme
002 - Create programme of works for future options	Completed	01/09/2025	ADP028 - 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	Smarter Working Programme

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# Performance Indicators - Q2 2025/26

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

PI Code & Short Name	Ownership Portfolio Owners	Q2 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	Leader of the Council	77,000	N/A	169,000			
LI052 Percentage of calls to the contact centre answered (or call back made) - 12 month rolling total	Leader of the Council	95.8%	94%	96.05%			
LI252 Percentage of customers that are	Leader of the Council	84.6%	94%	80.3%			Small number of surveys received -

PI Code & Short Name	Ownership Portfolio Owners	Q2 2025/26			Trend compared to previous quarter	Quarterly Status	Latest Note
		Value	Target	Year to Date			
satisfied with overall customer service							23 over the quarter, 20 satisfied, 3 unsatisfied. Nothing specific noted in customer feedback to attribute the drop to, will be monitored.
U411 Number of customers attending Outreach hubs	Leader of the Council	163	N/A	210			
H5002 Percentage of Calls to customer service answered within SLA (40 seconds)	Leader of the Council	95.6%	85%	95.8%			
LI5003 Avoidable contact indicator	Leader of the Council	N/A	N/A	N/A			

## Environment

PI Code & Short Name	Ownership Portfolio Owners	Q2 2025/26			Trend compared to previous quarter	Quarterly Status	Latest Note
		Value	Target	Year to Date			
LI5001 Street cleanliness sampling	Environmental Services (Operations)	N/A	N/A	N/A	?	?	
LI5005 Percentage of collected bins	Environmental Services (Operations)	N/A	N/A	N/A	?	?	

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## Financial Services

PI Code & Short Name	Ownership Portfolio Owners	Q2 2025/26			Trend compared to previous quarter	Quarterly Status	Latest Note
		Value	Target	Year to Date			
LI016 Percentage of Council Tax collected	Leader of the Council	53.9%	49.25%	53.9%	↑	✓	
LI017 Percentage of Business Rates Collected	Leader of the Council	55.36%	49.75%	55.36%	↑	✓	
LI018 Percentage of invoices paid within 30 days	Leader of the Council	99.33%	99%	99.18%	↑	✓	

PI Code & Short Name	Ownership Portfolio Owners	Q2 2025/26			Trend compared to previous quarter	Quarterly Status	Latest Note
		Value	Target	Year to Date			
LI074 Housing Benefits /Council Tax Reduction Scheme time taken to process new claims  Page 216	Leader of the Council	27.3 days	15 days	23.7 days			Current resource challenges following the loss of a team leader and one administrative team member are contributing factors. A resourcing report is being taken to SLT in November for consideration which will address the challenges.
LI075 Housing Benefit /Council Tax Reduction Scheme time taken to process changes in circumstances	Leader of the Council	14.3 days	5 days	15.8 days			Current resource challenges following the loss of a team leader and one administrative team member are contributing factors. A resourcing report is being taken to SLT in November

PI Code & Short Name	Ownership Portfolio Owners	Q2 2025/26			Trend compared to previous quarter	Quarterly Status	Latest Note
		Value	Target	Year to Date			
							for consideration which will address the challenges.

## Housing and Resettlement

PI Code & Short Name	Ownership Portfolio Owners	Q2 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 weeks)	Sustainable Growth and Economy	26 wks.	N/A	31 wks.			
Li410 Total number of family households in B&B at the end of the month	Sustainable Growth and Economy	2.3	N/A	2			

## Leisure

PI Code & Short Name	Ownership Portfolio Owners	Q2 2025/26			Trend compared to previous quarter	Quarterly Status	Latest Note
		Value	Target	Year to Date			
LI027 Number of visits to leisure centres	Lifestyles, Health and Wellbeing	338,479	291,300	678,769			
LI027f Number of attendances - Bonington Theatre	Lifestyles, Health and Wellbeing	9,722	N/A	22,128			

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## Planning and Planning Policy

PI Code & Short Name	Ownership Portfolio Owners	Q2 2025/26			Trend compared to previous quarter	Quarterly Status	Latest Note
		Value	Target	Year to Date			
NI154 Net additional homes provided	Sustainable Growth and Economy	131	158	281			The target has significantly increased and

PI Code & Short Name	Ownership Portfolio Owners	Q2 2025/26			Trend compared to previous quarter	Quarterly Status	Latest Note
		Value	Target	Year to Date			
							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)	Sustainable Growth and Economy	20	19	60	⬇	✓	
NI157a Percentage of Major planning Applications processed within 13 weeks	Sustainable Growth and Economy	100%	92%	100%	▬	✓	
NI157b Percentage of Minor planning applications processed within 8 weeks	Sustainable Growth and Economy	80.95%	86%	87.5%	⬇	⚠	The performance in Q2 is slightly below the local target due to the determination of some more historic planning applications. However, cumulative performance for the year to date

PI Code & Short Name	Ownership Portfolio Owners	Q2 2025/26			Trend compared to previous quarter	Quarterly Status	Latest Note
		Value	Target	Year to Date			
							is 87.5% which exceeds the National Target of 70% and the Local Target of 86%
NI157c Percentage of other planning applications processed within 8 weeks	Sustainable Growth and Economy	96.05%	80%	93.64%			

PI Code & Short Name	Ownership Portfolio Owners	Q2 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	63	13	106	▲	✓	Included 55 that have been improved via selective licensing the majority of which relate to the renewal of the Netherfield scheme
HS081 Level of recorded anti-social behaviour across Gedling Borough (per 1000 population)	Public Protection	78	N/A	40.63	▼		
LI118 Number of long term (over 12 months) empty homes in the Borough returned to use as a result of Gedling Borough Council intervention	Sustainable Growth and Economy	11	17	27	▼	⚠	11 properties returned to use. Slightly behind target. Properties range from being empty for 12 months to 12 years.
LI133 Number of fly tipping incidents reported to Gedling Borough Council	Public Protection	276	N/A	569	▲		

PI Code & Short Name	Ownership Portfolio Owners	Q2 2025/26			Trend compared to previous quarter	Quarterly Status	Latest Note
		Value	Target	Year to Date			
LI276 Percentage of food premises scoring 4 or 5 in the national food hygiene rating scheme	Public Protection	95%	95%	95%	▬		
LI346 Percentage of fly tipping incidents removed within 10 working days	Public Protection	97.1%	98%	95.78%	⬆		
LI419 Number of anti-social incidents reported	Public Protection	68	N/A	139	⬆		

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## Workforce

PI Code & Short Name	Ownership Portfolio Owners	Q2 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)	Leader of the Council	13.45 days	9.00 days	11.77 days	⬇		Sickness absence has increased due to several long-term illnesses occurring in

PI Code & Short Name	Ownership Portfolio Owners	Q2 2025/26			Trend compared to previous quarter	Quarterly Status	Latest Note
		Value	Target	Year to Date			
							Environmental Services and staff being unable to return to work in their existing jobs. Casework in this area is complex and has increased. This is being sensitively handled by the Assistant Director, supported by the HR Team.

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## Report to Overview and Scrutiny Committee

**Subject:** Corporate Risk Management Review Quarter 2 2025/26

**Date:** 12 January 2026

**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 its 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.

Despite a lot of work on actions and movements in Departmental Risks (which are being monitored by departments) the overall Corporate Risks have only resulted in 1 risk decreasing in Quarter 2 and no risks increasing. The full details are included on the scorecard at Appendix 1.

There has been a slight decrease in Risk 7 Infrastructure Assets. The decrease in this risk levels list due to a number of factors including:

- The Large Garage Demolition having commences and due to be completed shortly, which removes many risks around this assets and associated Health & safety Risks.
- The Contract for Condition surveys on both Council owned assets and temporary Accommodation has gone out for procurement.
- Additional safety measures have been put into place in the Mapperley Tunnel.

Whilst work on actions and mitigations for this risk continues it remains high due to the outcome of the condition surveys not yet being known, these may identify further risks that will be need to be addressed. In addition, draining issues at Carlton Forum continue, whilst some work has been carried out it has not resolved the issue and the risk on this asset remains high.

During Quarter 1 risk 2 around Capacity increased. Whilst pressure on some teams has been resolved with successful recruitments there has been loss of staff in other areas. It is worth Audit Committee noting that Local Government Reorganisation may have an impact on the Councils ability to retain staff over the next few years and will have a further impact on the Councils ability to ensure adequate capacity withing teams. In addition, staff continue to be lost to other Local Authorities and also to private companies (especially in the professional fields) as the Council is unable to match higher salaries elsewhere, particularly in the private sector.

Risk 6 on Reputation remains high despite some key actions being completed, The new website is nearing completion, and the reduction on Bed & Breakfast accommodation has decreased due to the Councils policy to purchase properties

for use as temporary accommodation. However, the issues around waste and the number of complaints continued in Quarter 2 with a spike in the summer. The interventions put in place by management have resulted in the number of complaints and issues reducing in September, this is set to continue with significantly less in Quarter 3. Therefore, whilst this risk remains high in Quarter 2 Audit Committee will be pleased to know that we expect this to reduce in Quarter 3.

There was also a decrease in risk level on risk 3 Health and Safety at Work in Quarter 1, whilst there has been a lot of work undertaken on actions and mitigations it is felt that the risk cannot be further reduced at this stage but is likely to decrease during the remainder of the year.

The Council's risk appetite is moderate, ideally all risks should be yellow or below, it is however accepted that the Council may take a higher tolerance to risk in some areas versus the reward, this decision is taken on a case by case basis.

The Corporate Risk Register and supporting comments as at the end of September 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 2, period ending 30 September 2025

Appendix 2 - Risk Management Scoring Matrix

Appendix 3 – Risk Definitions

**Statutory Officer Approval**

**Approved by:**      **Chief Financial Officer**  
**Date:**

**Approved by:**      **Monitoring Officer**  
**Date:**

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

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

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

## APPENDIX 3 – RISK DEFINITIONS

### LIKELIHOOD

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

### IMPACT

Score	Description	Indicative Guidelines
<b>4</b>	<b>Major Consequences</b>	<p>The consequence is so bad that urgent action must be taken to improve the situation or prevent it worsening. External support from the Government or other agencies is likely to be needed:</p> <ul style="list-style-type: none"> <li>Catastrophic loss, delay, or interruption to services</li> <li>Level of financial loss, additional costs, or loss of assets which the Council is unable</li> </ul>

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

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

# Corporate Risk Register Q2 2025/26

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Description	Further Action	Risk Assessment Reporting Fields Q2 Review
CR001	Finance	12	4	9	■	<p>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>	<p>Set budget for 2025/26 and the next medium- term plan (FEB 25) Completed.</p> <p>Agree a set of new efficiencies for delivery (Feb 25. In progress)</p> <p>Progress individual service budget reviews and zero-based budgeting, Waste competes PASC to be carried out in 2025-26. To be completed 2025/26</p> <p>Further work on Trade waste to understand total cost of service delivery June 26.</p> <p>Mid-Year Review if MTFP (Dec 25)</p> <p>Upgrade Core Financial System and Migrate to Cloud Phase 1 (Completed)</p> <p>Transfer Various Functions from Citrix based to web-based system (Phase 2 Completed)</p>	<p>A significant number of efficiencies have been identified as "at risk for delivery" which puts additional pressure on the MTFP if alternative savings cannot be identified.</p> <p>SLT is currently undertaking a review to identify new proposals across the Council. these will be worked up into viable options and presented to Cabinet as part of the budget process for 2026/27.</p> <p>In addition, in-year budget pressures continue due to staff sickness requiring a high amount of Agency cover.</p> <p>A new absence management policy has been approved and will be implemented which will help to alleviate this budget pressure; however, this will take time to embed, and pressures are expected to continue this financial year.</p>

								Due to the uncertain nature of efficiencies, the risk is likely to remain high for the foreseeable future or until efficiencies to meet a balanced budget have been identified.	
Page 234	CR002	Capacity Service Delivery	9	4	12	■	<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>Complete sign off of employee policies including absence management, harassment (Oct 2025)</p> <p>Complete sign off of Learning and development needs across the organisation and review of policy (October 2025)</p> <p>Roll out training and awareness of changes to absence management policy with managers particularly in Waste services (NOV 25)</p> <p>Finalisation of the LGR submission will release some capacity back for some core officers – (NOV 25)</p> <p>Need to assess future capacity requirement for LGR – (MAR 26)</p>	<p>Departments across the Council are still reporting capacity issues which is affecting some statutory services with reliance on agency staff to cover.</p> <p>Multiple officers are working on the Councils LGR submission with no additional back filling of roles which is having a further impact on capacity.</p> <p>There is additional risk that staff may decide to leave during the run up to LGR.</p> <p>High levels of sickness across the Environment department are still being incurred.</p> <p>A new absence management policy has been drafted and is ready to be presented for approval.</p>
	CR003	Health & Safety At Work	12	3	6	■	<p>This refers to Occupational Health &amp; Safety.</p>	<p>Assessment needs to be amended to reflect new management roles the risk assessments reviewed by all (Completed)</p> <p>Actions for quarter 2 include:</p>	<p>The health and safety concerns regarding the Large Garage have been resolved and is in the process of being demolished, the risks in this area can therefore be removed, once complete.</p>

						<ul style="list-style-type: none"> <li>Continuation of the rollout of Reactec for arm and hand vibration monitoring with particular emphasis on cemeteries staff. (Jan 26)</li> <li>Deal with identified gaps in health and safety training and inductions in Environmental services. (Ongoing) for 25/26</li> <li>Finalise risk assessments in parks. (MAR 26)</li> </ul>	<p>Additional actions in Parks around Risk Assessments and the rollout of the hand and arm vibration system Reactec for cemeteries staff will continue into the second half of the year.</p> <p>In addition, gaps in induction and training are continuing to be addressed in Environmental Services.</p> <p>Whilst the risk remains the same at the end of quarter 2 it is expected to be reduced as the actions set out are finalised.</p>					
Page 235	CR004	Environmental	12	4	9	■	<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>Emergency Plan review commences June 2025 and is in progress.</p>	<p>Senior Officers to complete on-line training associated with countywide operation training (Autumn 25 partially completed)</p>	<p>Carbon Action Management Plan has been updated and approved by Cabinet and is being monitored through the Budget &amp; Performance Board.</p>	<p>Risk actions plans are in place and are ongoing.</p>	<p>No Change in Risk level for Quarter 2.</p>

Page 26	CR005 Contractual Partnerships	12	4	6	➡	<p>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>	<p>Deliver contract management training for officers (FEB 2026)</p> <p>Enhancement of due diligence checks with support from Orbis (Partially completed (OCT 2025)</p> <p>Agree KPI's for inclusion in Orbis contract (DEC 25)</p> <p>Agree principals and priorities for Social Value Policy (DEC 25)</p> <p>Complete Social Value Policy (JAN 26)</p>	<p>Procurement contract continues to operate well with relationships being managed effectively.</p> <p>KPIs still need to be agreed and incorporated into the contract. Contract Management training is expected during quarter 4.</p> <p>The Social Value Policy in a draft format and work in continuing to progress.</p> <p>The risk remains unchanged and expected to be reduced once training has been delivered.</p>
CR006	Reputation	12	4	6	➡	<p>This relates to public perception / expectation and the impact of media attention.</p>	<p>Ensure active engagement in Local Government Re-organisation and effective comms plan (ongoing)</p> <p>Implement Communications Plan for both internal and external communications (Oct 2025)</p> <p>Ensure project plan in place for Garden waste roll out (Oct 25)</p>	<p>Waste complaints peaked over the summer, but interventions meant that they started to reduce in September.</p> <p>Continuation of interventions identified to address waste complaints.</p>
CR007	Infrastructure Assets	16	4	9	➡	<p>This looks at the loss, protection and damage of physical assets and takes into account the</p>	<p>Asset management strategy needed. (SEP 25)</p>	<p>The Large garage is in the process of being demolished, therefore risk associated with this asset have been removed.</p>

Page 237						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 wetside (ongoing)	Asset Management Plan is in draft format, and due to be approved in quarter 3.  A slight reduction in risk in quarter 2 as the large garage has been demolished and condition surveys are out to procurement.  The procurement for the condition surveys has been awarded. However, the result of the surveys could determine an increase in risk and the drainage issues at Carlton Forum still pose a significant risk to service delivery, therefore whilst the risk has reduced slightly it does remain high.
CR008	Legislative	12	4	6	■	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 (Mar 26)  Prepare project plan for roll out of Martyn's Law (JAN 26)  Review costings for changes to facilities once guidance published (JAN 26)	Group established to review changing and toilet facilities across assets to ensure compliance with EHRC guidance once finalised. Still waiting for guidance before definitive decisions on asset management and adjustments.  H and S team and legal are making preparations for implementation of Martyn's law, no final plan produced but in progress.

						Risk Board to consider upcoming legislative changes and review risk registers in Q3 particularly in respect of Housing and Employment changes. (DEC 25)		
CR009 <b>Page 238</b>	ICT Technology	12	4	6	■	<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 (JUL 25)</p> <p>Review ICT policies (OCT 25)</p>	<p>Risk remains the same. Still capacity issues in the team, however recruitment is ongoing and will be resolved in coming months.</p> <p>ICT projects continue to be implemented, CRM nearing completions and the first phase of White space has gone live.</p>
CR010	Projects	12	4	4	■	<p>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>	<p>Establishment of corporate reporting mechanism for major contracts through making meetings matter project (Sep 25)</p> <p>Alignment of project risk templates with Pentana (OCT 25)</p> <p>Develop Annual Delivery Plan timetable for 26/27 to align with budget process (OCT 25)</p>	<p>Project and Programme updates reporting now fully functional with updates to SLT &amp; Leadership as part of the Connected Council approach.</p> <p>Corporate Plan is being reviewed to include LGR work.</p> <p>All programmes have a RAID log, which manages project risk.</p>

								<p>The central portfolio is live and tracking all projects on dedicated software.</p> <p>Most programme Boards now in place with only one left to stand up.</p> <p>Risk remains the same currently as some individual projects are at an amber rating, but overall good progress is being made.</p>
CR011	Fraud Bribery Misconduct	12	4	9	■	<p>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>	<p>Renew Anti-Fraud Strategy – Draft Completed in discussion with Internal Audit (MAR 26)</p> <p>Revised Departmental Fraud Risk Assessments- (Oct 2025– In Progress)</p> <p>Actions for Quarter 2</p> <ul style="list-style-type: none"> <li>• Chase up user who are overdue on renewing fraud awareness training – (SEPT 25)</li> <li>• Consider alternate training methods for front line staff – (Jan 26)</li> <li>• New Training System and Policy being Drafted to include monitoring of Mandatory Training (JAN 26)</li> <li>• Consider internal audits recommendations on Agresso user access – (December 25 reporting back to Audit Committee in March 26)</li> </ul>	<p>The audit of main financial system- Fraud has been completed, this still show 3 high risks around take up of training, Agresso users' access and more work that needs to be carried out on the Anti Fraud Strategy.</p> <p>Departmental fraud risk registers are in progress and have been discussed at Budget &amp; Performance Board and will be at risk Board in Dec 25.</p> <p>The risk remains the same as internal Audit have identified three key risks remain in the recent fraud audit</p> <p>Once these actions have been completed the risk may decrease, although due to the high consequences of Fraud it is likely to remain at a higher score.</p>

Page 240						<ul style="list-style-type: none"> <li>• Complete update on Anti Fraud Strategy and ensure alignment with Gedling priorities (MAR 26)</li> <li>• Implement other internal audits recommendations on the anti fraud strategy (DEC 25)</li> <li>• Ensure new requirements of the Economic crime and corporate transparency act are embedded into the anti fraud strategy (DEC 25)</li> <li>• Publicise Fraud Communication on Staff Intranet – every 3 months (Complete)</li> <li>• Review, revise and publicise Fraud Response Plan – (March 2026)</li> <li>• In Person training to be undertaken for staff who don't have access to a computer – (MAR 2026)</li> <li>• Forensic review of other ICT systems including Civica – (In progress – March 2026)</li> </ul> <p>User Access review and centralisation (July 2025) – Currently in progress</p>	
CR012	Service Standards Performance Management	9	4	6	■	<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</p> <p>Programme of equality/Diversity and Inclusion training to be developed for frontline staff, managers and Councillors – December 2025</p>	<p>Quarter 2 Performance remains high with all milestones either completed or on track for delivery in 2025/26.</p> <p>Missed KPI's include time taken to process new benefits claims and working days lost to sickness a staffing review in</p>

					managed appropriately.	<p>Establish Annual Delivery Plan timetable to align with budget process for 2026/27 (OCT 25)</p> <p>Review staffing in Revenues and Welfare to ensure KPIs improve for processing/amending claims for benefit. (Dec 25)</p> <p>Create centralised training needs analysis and plan (JUL 25)</p> <p>Review Employee/manager and Leader Standards (Jun 2025)</p>	<p>benefits in underway to determine resource requirements.</p> <p>A new absence management policy has been completed and will be presented to approval in Quarter 3.</p> <p>Waste complaints spiked during the summer, however interventions started to see these decline in September.</p> <p>The risk remains the same for quarter 2.</p>	
Page 241	CR03	Information Data	12	4	9	■	<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>Update Cyber Audit including Information Security Policy (Dec 25)</p> <p>Review Retention policies (OCT 25)</p> <p>Review DPIA processes and raise awareness (OCT 25)</p>	<p>Cyber Audit due will include update of information security policy.</p> <p>A push on cyber security training is in place.</p> <p>New GDPR training is taking place in quarter 3.</p> <p>There has been no major data breaches.</p> <p>Due to nature of this risk the consequences around cyber security and data will always remain high, other risks have been rated lower risks, however, whilst the idlehood may decrease in future months consequences will remain</p>

								high, therefore, the overall risk for quarter 2 remains the same.
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## Report to Overview and Scrutiny Committee

**Subject:** Scrutiny work programme

**Date:** 12 January 2026

**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
- Gedling Plan, performance priorities and projects
- Complaints update
- Welcome and warm spaces update.
- AI Policy 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
- 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
12 Jan 2026	None	<b>Risk Management Update Q2 25/26</b> <b>Gedling Plan Q2 25/26</b>	<b>Complaints Update</b> <b>Carlton Town Board Update</b> <b>Social Value Policy</b>		
9 Mar 2026	TBC	<b>Risk Management Update Q3 25/26</b> <b>Gedling Plan Q3 25/26</b>	<b>Welcome and Warm Spaces Update</b>	<b>Review of effectiveness of hybrid working</b>	
Rolling issues Page 245			<b>Rural area links – public transport offerings</b> <b>AI Policy Update April/May 2026</b>	<b>Review of Gedling Plan and performance priorities/projects</b> <b>Review of public parks</b>	

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