

Agenda

Overview and Scrutiny Committee

Date: **Monday 9 March 2026**

Time: **5.30 pm**

Place: **Council Chamber**

For any further information please contact:

Democratic Services

committees@gedling.gov.uk

0115 901 3844

Overview and Scrutiny Committee

Membership

Chair Councillor Catherine Pope

Vice-Chair Councillor David Brocklebank

Councillor Michael Adams
Councillor Pauline Allan
Councillor Roy Allan
Councillor Jim Creamer
Councillor Andrew Dunkin
Councillor Rachael Ellis
Councillor Darren Maltby
Councillor Ron McCrossen
Councillor Grahame Pope
Councillor Sam Smith
Councillor Russell Whiting

WEBCASTING NOTICE

Please note that this meeting will be live streamed on the Council's YouTube channel and via the website (www.gedling.gov.uk). At the start of the meeting the Chair will confirm if all or part of the meeting is being broadcast.

You should be aware that the Council is a Data Controller under the Data Protection Act. Data collected during this webcast will be retained in accordance with the Council's published policy.

For more information about how your personal data is collected and used please view our privacy notice <https://www.gedling.gov.uk/elections-privacy/>

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

Page

- 1 Apologies for Absence and Substitutions.**
- 2 To approve, as a correct record, the minutes of the meeting held on 12 January 2026.** 5 - 10
- 3 Declaration of Interests.**
- 4 Call-in of Executive Decision - Carlton Active 19 February 2026** 11 - 166
Report of the Deputy Chief Executive and Monitoring Officer
- 5 Programme of Portfolio Holder Performance.** 167 - 168
Report of the Democratic Services Manager.
- 6 Gedling Plan Q3 performance 2025/26 report** 169 - 189
Report of the Assistant Director – Digital, Data and Technology
- 7 Corporate Risk Management Review - Quarter 3 2025/26** 191 - 213
Report of the Chief Finance and Section 151 Officer
- 8 Scrutiny Work Programme.** 215 - 217
Report of the Democratic Services Manager.
- 9 Any other item which the Chair considers urgent.**

MINUTES OVERVIEW AND SCRUTINY COMMITTEE

Monday 12 January 2026

Councillor Catherine Pope (Chair)

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

Officers in Attendance: M Avery, M Hill, B Hopewell, E McGinlay, N Wall, Williams and F Whyley

30 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

None.

31 TO APPROVE, AS A CORRECT RECORD, THE MINUTES OF THE MEETING HELD ON 17 NOVEMBER 2025

RESOLVED:

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

32 DECLARATION OF INTERESTS

Councillor Creamer declared a non-pecuniary interest in item 4 to the agenda as a Member of the Carlton Town Board.

33 CARLTON TOWN BOARD UPDATE

The Assistant Director for Economic Growth and Development introduced a report, which had been circulated in advance of the meeting, updating Members on the work of the Carlton Town Board.

It was noted that the Council had been notified in March 2024 that the extension of the Long Term Plan for Towns (LTPFT) funding programme would include Carlton. The programme was then paused in December 2024, with new guidance issued in March 2025 requiring the submission of a 10-year Regeneration Plan and 4-year Investment Plan by November 2025. It was further noted that the 1 April 2026 would be the start date for funding and as such, Cabinet approved arrangements for the creation of the Greater Carlton Neighbourhood Board, appointing

David Stewart as Chair to develop the appropriate processes that would ensure compliance with the £20 million funding award.

Members noted that 727 participants completed a survey as part of a community consultation exercise between 15 July and 30 August 2024 with the purpose of gaining feedback that would support the Board in deciding how the Greater Carlton Long Term Plan for Towns funding should be spent. Further consultation took place targeting young people, high street businesses and larger employers through dedicated workshops. It was noted that the common themes in the feedback from consultation included:

- Improvement of public and green spaces.
- Support for local businesses
- Improvement of sports and leisure facilities
- Increase in community events and spaces
- Improvements in infrastructure maintenance and connectivity
- Measures to increase safety and security.

Members noted that in October 2025, the Board met and approved the final proposals for the '10 year Regeneration Plan' and '4 year Investment Plan' which would focus on Skills and Learning, Youth and Aspirations, Health and Wellbeing, Local Economy and Business Growth, and Safety and Feelings of Safety. It was confirmed that both plans were successfully submitted ahead of the 29 November 2025 deadline, receiving positive feedback from the Ministry of Housing, communities and Local Government (MHCLG) and the East Midlands Combined County Authority.

It was noted that the Carlton Town Board would commence recruitment of a programme manager to determine and develop project specifications and that preparation would soon take place for procurement and risk management ahead of the April 2026 start date for the delivery of the programme.

Members were then given the opportunity to ask questions.

Members asked officers to clarify the role of Gedling Borough Council on the Carlton Town Board.

It was noted that Gedling Borough Council had acted as the Accountable Body for the neighbourhood board and as such, the Council ensured compliance with the guidance set out by government. It was highlighted that decisions were made by the Board and the role of the Council had been to ensure that the makeup of the board, the way in which meetings

were conducted, and the priorities and projects identified by the board complied with the guidance set out by government.

Members queried how many people had applied to be on the board and the method by which the selection process been administered.

It was noted that in 2024, under the initial programme, delegations were made to the Chief Executive of Gedling Borough council, which had later been delegated to the Director of Place to appoint a Chairperson for the board. The position had been advertised and expressions of interest for board members had also been invited. A Chairperson had then been appointed however following their resignation, the process to appoint a new chair had taken place a second time.

Members noted the work of the Carlton Town Board so far but queried when a detailed list of the projects due to be undertaken would become available to members and the public.

It was noted that from April 2026, a detailed list of projects would have been compiled based on the vision deduced from the feedback of the consultations and workshops undertaken by the Board to date. The board would be able to provide this list to members when it is agreed ahead of the April 2026 starting date.

Members queried whether the delivery schedule of the programme had always been planned for April 2026 or whether delivery of the programme had been delayed to April 2026 due to the change in government.

It was noted that the decision to pause the programme had been made in December 2024 following the Parliamentary General Election that took place in July 2024. The new government then had to determine whether the programme was affordable and new guidance was then received in March 2025.

Members queried the plans for leisure facilities and whether the Carlton Town fund would impact the Richard Herrod Leisure Centre.

It was noted that funding from the Greater Carlton Plan for Towns Fund would not to be directed towards the Carlton Active project, which would oversee the redevelopment of the Richard Herrod Centre. This was due to the Towns Fund being released over a ten-year period. It was further noted that the Carlton Active project would be expected to be developed and operational far sooner than the Carlton Town Board's timeline would allow.

Members queried whether there would be a cap on consultancy spend and the recouperation of officer time.

It was noted that the consultancy fees and officer funding had been paid for by capacity funding which had been factored in by government when the £20 million funding was announced to ensure councils had enough resource to act as the accountable body.

Members queried whether a prospective list of projects for years 2, 3, 4 and beyond could be made available.

It was noted that broad themes had been established for the forthcoming years; however, the query would be fed back to the Board so that they could consider incorporating this into their communications strategy.

The Chair then thanked the officers for the information provided.

RESOLVED to:

- 1) Note the report; and
- 2) Contact the Chair of the Carlton Town Board to consider options for engagement with the Overview and Scrutiny Committee.

34 COMPLAINTS AND COMPLIMENTS UPDATE

The Deputy Chief Executive and Monitoring Officer introduced a report, which had been circulated in advance of the meeting, informing 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.

RESOLVED to:

Note 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.

35 SOCIAL VALUE POLICY UPDATE

Consideration was given to a report of the Deputy Chief Executive and Monitoring Officer, and Contract and Procurement Manager, which had been circulated in advance of the meeting, seeking views on the Council's Social Value Policy approach 2025-27 prior to submission to Cabinet for approval.

Members queried whether bids would be graded to demonstrate why one submission had scored higher than another in relation to the social value element, and whether the delivery of social value outcomes would be monitored to ensure they had been achieved.

It was noted that an evaluation matrix would be applied to each bid, based on the aspects being assessed. Social value would therefore form part of the contractual requirements, and contractors would be expected to deliver against the stated social value commitments.

RESOLVED to:

Note the report.

36 GEDLING PLAN Q2 2025/26 PERFORMANCE UPDATE

Councillor Whiting left the meeting.

Consideration was given to a report of the Senior Leadership team, which had been circulated in advance of the meeting, informing Members in summary of the position against Performance Indicators and Annual Delivery Plan Actions in Quarter 2 of 2025/26.

Members queried the 80 MP letters received, which had been an increase of 18%, and whether the council had seen a general theme to those letters.

It was noted that this information can be circulated to Members after the meeting.

RESOLVED to:

- 1) Note the progress against Improvement Performance Indicators for quarter 2 of 2025/26; and
- 2) Note the progress against Annual Delivery Actions.

37 CORPORATE RISK MANAGEMENT UPDATE Q2 2025/26

Consideration was given to a report of the Chief Finance and Section 151 Officer, which had been circulated in advance of the meeting, updating members of the Overview and Scrutiny Committee on the current level of assurance that can be provided against each risk.

RESOLVED to:

Note the report.

38 SCRUTINY WORK PROGRAMME

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

Consideration was given to the approach the Committee wished to take when conducting scrutiny of the Council's processes, Portfolio Holder updates, partnership reviews, working groups, and related activities.

Members requested that, when presentations were scheduled to be delivered, copies be provided in advance of the meeting to allow sufficient time to review the information and prepare questions.

Members suggested the introduction of further structure to Portfolio Holder updates, including the use of time limits and upfront lists of the work each Portfolio Holder had undertaken since their last update, in order to give the committee the opportunity to scrutinise the activities they have carried out.

Members expressed an interest in hearing which areas of the portfolios carried the highest risk, or where improvements could be made, including options for potential improvement.

They also agreed to allocating time at the end of each meeting to identify and determine which aspects of the next Portfolio Holder area Members wished to focus on.

Members queried whether consideration could be given to arranging a meeting between the Overview and Scrutiny Committee, Cabinet, and officers to understand how the Council would engage with other authorities and to hear how the new authority would prioritise the needs of its new communities.

Members expressed an interest in hearing about the events planned for the upcoming year, including receiving a calendar indicating the wards in which they would take place, so that Members could assist with promoting them.

RESOLVED to:

Note the report.

39 ANY OTHER ITEM WHICH THE CHAIR CONSIDERS URGENT

None.

The meeting finished at 7.20 pm

Signed by Chair:
Date:



Report to Overview and Scrutiny Committee

Subject: Call-in of Executive Decision – Carlton Active 19 February 2026

Date: 9 March 2026

Author: Deputy Chief Executive and Monitoring Officer

Wards Affected

All Wards

Purpose

To seek the views of the Overview and Scrutiny Committee in relation to the request for call-in of Cabinet's decision taken on 19 February 2026 in relation to the Carlton Active project.

Key Decision

As reflected in Appendix 1 the decision subject to call-in is a key decision.

Recommendation

THAT Overview and Scrutiny Committee consider the request for call-in and the decision at Appendix 1 and determine that either:

- 1) The call-in is dismissed and the original decision proceeds; or**
- 2) Recommendations on the decision be given for consideration by the Executive; or**
- 3) The review of the decision and any recommendations be undertaken by the Authority.**

1 Background

1.1 On 19 February 2026 Cabinet made the following decisions:

Cabinet notes and agrees the outputs of the RIBA Stage 2 design work for the Carlton Active Leisure, Health and Wellbeing Centre, including the emerging design proposals, business case position and indicative RIBA

Stage 2 cost plan, recognising that these remain subject to further development and refinement and having regard to the evidence set out within the report in respect of indoor bowls provision.

2. Subject to budget approval, Cabinet approves progression of the project into pre-construction, specifically RIBA Stage 3 (Spatial Coordination) and RIBA Stage 4 (Technical Design), to be delivered through the UK Leisure Framework.

3. Cabinet agrees the closure of the Richard Herrod Centre with effect from 1st May 2026, to enable the redevelopment of the site as the Carlton Active Centre, noting that the closure date aligns with the agreed programme for pre-construction and redevelopment.

4. Cabinet agrees to withdraw from the Carlton Forum Leisure Centre joint use agreement and authorises the serving of notice by the Chief Executive, in the consultation with the Leader of the Council, at the appropriate time in accordance with the terms of the agreement, in order to enable an orderly transition of leisure provision in Carlton.

5. Cabinet agrees to delegate authority to the Chief Executive, in the consultation with the Leader of the Council, to seek all necessary approvals relating to final design and the progression of the scheme through the planning and statutory approvals process, including planning applications, building control and building regulations matters, where such decisions are required to facilitate the approved progression of the project.

The full report and decision presented to Cabinet is attached at Appendix 1 to this report.

- 1.2 On the 23 February 2026, a request for call-in of the above decision was made by three Councillors in accordance with the call-in requirements set out in the Constitution. The call-in request was made by Councillors Adams, Sam Smith, and Martin Smith. The request for call-in was as follows:

I write to you as the Council's Monitoring Officer to formally request a Call-In of the following Executive decision, in accordance with Gedling Borough Council's Constitution and Call-In procedure:

Decision title: Carlton Active RIBA 2 Business Case

Decision-making body: Cabinet

Date decision was made: 19 February 2026

Date decision was published: 19 February 2026

I am writing in my capacity as a Gedling Borough Councillor and jointly with Cllr Martin Smith and Cllr Mike Adams to formally request a Call-In of the

recent decision concerning the future of the Richard Herrod Centre and, specifically, the proposed removal of the indoor bowls facilities.

This request follows representations from the Gedling Indoor Bowls Centre Limited and Gedling Indoor Bowls Club, which now has over 330 members of various ages and abilities, as well as a wide community of local organisations and non-member groups who bowl regularly at the Richard Herrod Centre. The facility is a significant social and wellbeing asset that supports not only older and disabled residents but a diverse range of people across the borough. A petition of 1,278 signatures has been submitted to the Council, yet many feel that this has not been given meaningful consideration.

Cllr Adams, Martin Smith, and I believe the decision merits scrutiny on the following grounds:

- 1. Lack of transparency
Consultation responses and community submissions do not appear to have been fully or accurately reflected in the reports or the final decision-making process.*
- 2. Public support
Statements made regarding the level of community backing for changes to the facility do not align with the evidence presented by the bowls club and wider user groups.*
- 3. Risk to public health and wellbeing
The loss or downgrading of the indoor bowls facility presents significant risks, including increased social isolation, reduced mobility, and potential deterioration in physical and mental health for many residents.*
- 4. Failure to properly explore reasonable alternatives
There is no comparable indoor bowling provision within Gedling Borough, leaving a substantial gap in local recreational and wellbeing services, failing to recognise Sport England United in Movement and resulting in Displacement.*

Given the potential long-term impact on a large and diverse community of users, I am requesting that the relevant Overview and Scrutiny Committee pauses the implementation of this decision until these concerns can be fully explored.

- 1.3 The matter has now been referred to Overview and Scrutiny Committee for consideration. An Executive decision can only be called-in where the decision has not been implemented, is not a planning or licensing decision and is not an urgent decision. The Constitution is clear that call-in is only to be exercised in exceptional circumstances and is not intended to be a mechanism for voicing objection to or dislike of any particular decision. The grounds for calling in a decision are listed at paragraph 8.3 of the constitution. The request for call-in is based on the submission that Cabinet have not fully considered all evidence in relation to the consultations undertaken and in particular the views of and impact on the bowls club and indoor bowls provision in respect of the decision.
- 1.4 The Overview and Scrutiny Committee did not consider the decision of Cabinet from February 19, 2026, prior to the report being presented to the Executive. The facility mix of Carlton Active was initially agreed by Cabinet in September 2025 following a consultation with residents, stakeholders and following engagement sessions with all members of the Council. The decision made by Cabinet in September 2025 which excluded indoor bowls provision from the proposed facility mix was not subject to call-in.
- 1.5 In December 2025, Council considered a petition presented by the Gedling Indoor Bowls Club. The petition called for the reinstatement of indoor bowls. The petition was debated by Council and the matter referred back to Cabinet for consideration as part of their decision on RIBA 2.

2 Proposal

- 2.1 It is proposed that Committee consider the request for call-in, the decision taken by Cabinet at Appendix 1 and the officer response at Appendix 2 as well any information provided to the Committee meeting to determine whether the decision made by Cabinet on 19th February 2026 requires further consideration. The Committee can determine that no further action be taken and reject the call-in, can refer the decision with recommendations to Cabinet or can determine not to exercise their call-in function and refer the function to Council.

3 Alternative Options

- 3.1 The alternative options are set out in the proposals section of the report.

4 Financial Implications

- 4.1 In terms of the financial implications, the costs associated with the scheme are as detailed in the report at Appendix 1.

5 Legal Implications

- 5.1 The Council must have arrangements in place to enable call-in of an Executive decision in accordance with the Local Government Act 2000. call-in should only be exercised in exceptional circumstances and cannot be exercised where the decision is urgent, has been implemented or relates to a planning or licensing decision. The call-in of a decision must be based on legitimate grounds and not on the basis that a decision is not liked.

6 Equalities Implications

- 6.1 A full equality Impact Assessment is appended to the decision subject to call-in at Appendix 1.

7 Carbon Reduction/Sustainability Implications

- 7.1 As above

8 Appendices

- 8.1 Appendix 1 – Cabinet Decision 19 February 2026
Appendix 2 – Officer information following call-in request

9 Background Papers

- 9.1 Decision of Cabinet September 2025

10 Reasons for Recommendations

10.1 To consider call-in of the Executive decision taken on 19 February 2026.

Statutory Officer approval

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

Approved by:
Date:
On behalf of the Monitoring Officer

Report to Cabinet

Subject: Leisure Transformation Programme - Carlton Active RIBA 2

Date: 19 February 2026

Author: Leisure and Wellbeing Transformation Programme Manager

Wards Affected: All Wards

Purpose

The purpose of this report is to provide Cabinet with a structured programme update on the Carlton Active Leisure, Health and Wellbeing Centre project following the Cabinet decision of 25 September 2025 that agreed a business plan for the new facility. This includes an update on the consideration of the inclusion of bowls provision following the petition debated by Council on the 12 November 2025.

The report presents the outputs of RIBA Stage 2 design work, including the emerging design proposals, indicative capital cost position and key programme, affordability, equality and environmental considerations.

The report seeks Cabinet direction on the proposed next steps for the project, namely progression into pre-construction through RIBA Stages 3 and 4, to be delivered via the UK Leisure Framework, subject to affordability, statutory requirements and budget approval. No decision is sought at this stage, on construction commencement or entry into irreversible contractual commitments however information is provided on prospective construction timetable and indicative final scheme costs.

Key Decision

This report constitutes a key decision as defined in the council constitution. It will have a significant effect on two or more wards within the borough, impacting residents access to leisure provision across multiple communities. In addition, the proposed expenditure on RIBA stages 3 and 4 is in excess of £500,000.

Recommendation(s)

THAT:

1. **Cabinet notes and agrees the outputs of the RIBA Stage 2 design work for the Carlton Active Leisure, Health and Wellbeing Centre, including the emerging design proposals, business case position and indicative RIBA Stage 2 cost plan, recognising that these remain subject to further development and refinement and having regard to the evidence set out within the report in respect of indoor bowls provision.**
2. **Subject to budget approval, Cabinet approves progression of the project into pre-construction, specifically RIBA Stage 3 (Spatial Coordination) and RIBA Stage 4 (Technical Design), to be delivered through the UK Leisure Framework.**
3. **Cabinet agrees the closure of the Richard Herrod Centre with effect from 1st May 2026, to enable the redevelopment of the site as the Carlton Active Centre, noting that the closure date aligns with the agreed programme for pre-construction and redevelopment.**
4. **Cabinet agrees to withdraw from the Carlton Forum Leisure Centre joint use agreement and authorises the serving of notice by the Chief Executive, in the consultation with the Leader of the Council, at the appropriate time in accordance with the terms of the agreement, in order to enable an orderly transition of leisure provision in Carlton.**
5. **Cabinet agrees to delegate authority to the Chief Executive, in the consultation with the Leader of the Council, to seek all necessary approvals relating to final design and the progression of the scheme through the planning and statutory approvals process, including planning applications, building control and building regulations matters, where such decisions are required to facilitate the approved progression of the project.**

1 Background

- 1.1 As set out in the Cabinet report approved on 25 September 2025, the Carlton Active Centre is a key component of the Council's wider Leisure Transformation Programme which is a priority in the Gedling

Plan and future Legacy Plan. The programme was developed in response to the findings of the Strategic Outcomes Planning Model (SOPM) and the Strategic Review of Community Facilities considered by Cabinet in November 2023 and July 2024, which identified the Council's leisure portfolio as financially and operationally unsustainable without significant intervention.

- 1.2 On 17 July 2024, Cabinet agreed to progress feasibility work on a replacement for Carlton Forum Leisure Centre and the Richard Herrod Centre, comprising a new consolidated leisure and community facility on the Richard Herrod site, referred to as Carlton Active. The Richard Herrod Centre site is owned and maintained by Gedling Borough Council, providing the Council with full control over redevelopment of the site. Cabinet also approved resources to progress the project through to RIBA Stage 2, recognising the need for robust evidence on design, cost and deliverability before taking further decisions.
- 1.3 The Medium Term Financial Plan (MTFP) identifies a requirement for an additional £2.5m of efficiency savings over the next five years. Leisure currently requires one of the highest subsidies of any service area, with the leisure centres costing the Council over £1.3m per year, with facilities that are ageing, inefficient and increasingly expensive to maintain.

The Carlton Active programme is being progressed to address the significant and increasing risks associated with the continued operation of Carlton Forum Leisure Centre. Carlton Forum is an ageing asset with severe condition and infrastructure issues and is identified as a high-risk facility on the Council's corporate risk register, with a real risk of unplanned closure. Failure of the facility would have immediate and serious financial consequences for the Council, including loss of income, increased subsidy pressure, staff impacts and unplanned costs, as well as leaving Carlton without a local leisure facility. Beyond the financial impact, unplanned closure would adversely affect residents' health and wellbeing, reduce access to physical activity and preventative services, and present a significant reputational risk to the Council. The Carlton Active project therefore represents a necessary and proactive intervention to mitigate these risks through a planned, controlled transition to modern, sustainable leisure provision.
- 1.4 To support feasibility work on Carlton Active, the Council appointed Alliance Leisure as its Development Partner through the UK Leisure Framework, providing a compliant procurement route, sector expertise, and a delivery model from feasibility through to construction.
- 1.5

Max Associates were commissioned through the UK Leisure Framework to refresh the SOPM and develop the updated Leisure Strategy, to reflect post-Covid recovery, portfolio-wide needs, relevant national policy, and the Council's changing financial position, including testing whether consolidation of Carlton Forum and Richard Herrod into a single hub remained the right direction.

1.6 The updated Leisure Strategy confirmed the need to rationalise the leisure portfolio into fewer, higher-quality facilities, with investment focused on Carlton and Arnold as the Borough's two strategic hubs. In Carlton, this means replacing Carlton Forum and Richard Herrod with a single consolidated hub on the Richard Herrod site.

1.7 The September 2025 Cabinet report set out the evidence base confirming that Carlton has one of the strongest demand profiles in the Borough for modern leisure provision. The report included information on a comprehensive leisure transformation consultation and engagement programme between May and July 2025, involving residents, stakeholders, staff and national governing bodies. The programme comprised a borough-wide online survey with 1490 responses and 20+ targeted focus groups and stakeholder workshops. The Consultation and Engagement reports are set out within the background documents.

1.8 The consultation confirmed strong support for investment in a modern leisure facility in Carlton and identified clear priorities for future provision. These included expanded swimming facilities, a larger and more modern fitness offer, group exercise and rehabilitation space, family-focused provision, and welcoming community and social spaces. The engagement also highlighted the importance of inclusive design to support older residents, disabled users and those with health conditions.

1.9 Following the September 2025 Cabinet decision, a petition relating to indoor bowls provision was debated at Full Council on 12 November 2025 and referred to the Executive for determination. This matter is addressed in item 6 of this report.

1.10 To support progression of the Carlton Active project through RIBA Stages 2, the Council appointed its professional design, construction and advisory team through the UK Leisure Framework. The professional team appointed through the framework includes a wide range of expert consultants such as architects, construction consultants, programme management team and specialist leisure advisors, enabling the Council to access coordinated technical expertise appropriate to the current stage of the project. The scope of appointments has been aligned to the RIBA Plan of Work, ensuring

that work undertaken to date is proportionate, controlled and focused on informing Cabinet decision-making.

- 1.11 Following appointment via Alliance Leisure, the design team have been working closely with officers to develop the design proposals for the new facility, together with outline master- planning work for the whole site.
- 1.12 RIBA Stage 2 is intended to develop the strategic brief and outline facility mix established at RIBA 0-1 into coordinated concept design proposals. The purpose of this stage is to test feasibility, functionality, programme and affordability at a concept level, rather than to produce a final design or cost certainty although costs at this stage provides strong assurance that the project is being developed within an appropriate and realistic cost bracket, subject to further refinement through RIBA Stages 3 and 4.
- 1.13 The outputs of RIBA Stage 2 are intended to provide sufficient information to support informed decision-making on whether to progress the project into pre-construction at RIBA Stages 3 and 4. They do not constitute a final design or a commitment to construction, all of which would require further development, approvals and Cabinet decisions.

2. RIBA 2 - General Arrangement and External Design

- 2.1 As part of the RIBA Stage 2 concept design process, a coordinated set of General Arrangement (GA) plans, site layout plans and illustrative elevations and external proposals have been prepared for the Carlton Active. These designs are contained within Appendix A and represent the current stage of design development undertaken to test feasibility, inform early planning discussions, and support Cabinet understanding of the emerging scheme.

- 2.11 The design work has been developed in response to the approved outline facility mix, the site constraints of the existing Richard Herrod Centre location, and the strategic objectives set out in the Leisure Strategy and RIBA Stage 0 brief. At this stage, the drawings are intended to demonstrate how the proposed leisure, health and community facilities can be accommodated on the site in a coherent and functional manner, rather than to present a finalised architectural solution.

2.2 Site Strategy and External Design

- 2.21 The site strategy set out in Appendix A has been developed to make best use of the existing Richard Herrod Centre site, taking account,

environmental constraints and the need to maintain a positive and sensitive relationship with neighbouring residential areas.

- 2.22 A key early design decision has been the adoption of a simple and efficient building form, often described as a “shoebox” approach. This compact shape supports efficient construction, reduces unnecessary external envelope area, and helps control both capital and long-term operational costs.
- 2.23 The building has been positioned and shaped to create an active frontage to Foxhill Road. This ensures strong visual presence when viewed from surrounding roads, improves legibility and wayfinding, and reinforces the role of Carlton Active as a community-focused destination. At the same time, the massing and orientation of the building deliberately move activity and height away from neighbouring residential properties, helping to reduce potential impacts relating to overlooking, noise and right of light.
- 2.24 Sustainability considerations have informed the site and building strategy from the outset in order to ensure efficiency in the future operation of the site and having regard for the Council’s carbon management action plan. The compact building form supports Passivhaus principles. The orientation of the building has been designed to maximise opportunities for south-facing elevations, enabling passive solar gains for the pool hall. Early design work has also considered the potential location and integration of photovoltaic (PV) panels, informed by roof form and orientation. These principles will be developed further and tested in detail as the project progresses through RIBA Stages 3 and 4.
- 2.25 A central element of the site strategy is the creation of an external “active spine” across the wider site, rather than solely within the building itself. This active spine is conceived as a clear, legible movement route that connects Carlton Active with the adjacent grass pitches and the Carlton Football Centre, reinforcing functional and visual links between indoor and outdoor sports provision.
- 2.26 The site strategy also responds to car parking constraints associated with the site. Parking provision has been carefully considered to balance operational requirements, user convenience and site capacity, while avoiding over-dominance of hardstanding within the street scene. The layout seeks to locate parking in a manner that supports clear pedestrian routes, safe vehicle movement and efficient servicing, while allowing flexibility for future adjustments as travel patterns and usage evolve.

2.3 Elevations and External Appearance

- 2.31 The elevations and external design for Carlton Active, as presented within the RIBA 2 report have been developed with a strong emphasis on local identity, heritage and context, alongside functional and sustainability considerations appropriate to a modern leisure and community facility.
- 2.32 The architectural approach draws inspiration from Gedling Borough's brick-making and industrial heritage, reflecting the material language and character of prominent local buildings such as the Home Brewery, the Pappleworth Pumping Station and the Carlton Brewery Building. This influence is expressed through the extensive use of brickwork, with a blended palette of red and brown tones that creates depth, texture and visual richness while allowing the building to sit comfortably within its surroundings.
- 2.33 The elevation and material concept adopts an asymmetrical composition, introducing variation across the facade. This is balanced with references to more traditional forms, including the use of arched windows and glazed openings.
- 2.34 Glazing plays an important role in the elevation strategy, particularly at the heart of the building where more active and social uses are located. The use of larger glazed areas helps to create a strong visual connection between the internal spaces and adjacent green areas, reinforcing the welcoming and inclusive nature of the facility. This approach also supports Passivhaus principles and solar gain.
- 2.35 The roof form has been carefully considered in response to both functional and environmental requirements. A pitched roof over the pool hall has been introduced to improve the quality of natural light entering the space, reduce the perceived scale of the building when viewed from nearby residential areas, and support improved space heating efficiency within the pool environment.
- 2.36 In addition to meeting functional and operational requirements, the RIBA Stage 2 design seeks to establish Carlton Active as a landmark and focal point for leisure, health and community activity in Carlton whilst ensuring efficiency in design and future running costs. The proposals emphasise a clear and legible entrance, strong frontage to the public realm and a building identity that reflects the importance of the site as a strategic hub within the Borough..

2.4 General Arrangement plans

- 2.41 The General Arrangement (GA) plans for Carlton Active set out in Appendix A demonstrate how the facility mix approved by Cabinet in September has been delivered within a compact and efficient building of approximately 4,424 square metres. The scale and layout have been developed to meet identified demand while maintaining operational efficiency and controlling capital and long-term energy costs.
- 2.42 The internal arrangement reflects the priorities identified through the Leisure Strategy and consultation and supports the delivery of a leisure, health and community hub rather than a single-purpose leisure centre. Reception, café and community spaces are located at the heart of the building and designed to be flexible and multi-use, supporting social interaction, community activity and secondary spend. The café in particular plays a key role in extending dwell time, encouraging repeat visits and attracting new and less traditional users into the leisure service.
- 2.43 The layout has been designed to support multi-generational use, with facilities that appeal across the life course. Family-focused provision such as soft play is located to encourage early engagement with the centre, while health-led spaces such as the assisted exercise (Innerva) suite supporting older adults, people with disabilities and those undergoing rehabilitation. This “cradle-to-grave” approach helps embed lifelong participation in physical activity and supports progression into wider leisure use over time.
- 2.44 Accessibility and inclusive design have been integral to the development of the Carlton Active proposals from the outset. The RIBA Stage 2 design has been informed by best practice, consultation feedback and the Council’s duties under the Equality Act, with the aim of creating a facility that is welcoming and usable for residents of all ages and abilities. Accessibility is embedded throughout the GA plans, with the majority of public-facing facilities located at ground floor level and arranged around clear, step-free circulation routes. The layout supports use by families, older people and disabled users, while maintaining appropriate separation between higher-intensity activities and quieter or supported spaces.
- 2.45 Thermal zoning has informed the internal layout, grouping spaces with higher heat and humidity loads, such as the pool hall, separately from cooler, drier areas. This approach improves the energy efficiency of the building, enables more targeted environmental control and supports

reduced energy consumption over the life of the facility, consistent with Passivhaus-informed principles.

- 2.46 As the project progresses into RIBA Stages 3 and 4, further work will be undertaken to refine the design in parallel with detailed cost planning and the development of the Full Business Case. Progression into RIBA Stages 3 and 4 will enable greater cost certainty through detailed design development, early contractor engagement and testing of buildability, programme and inflation risk. This work is essential to inform the Full Business Case and any future decision on construction.
- 2.47 The Council is exercising active control over the affordability of the scheme, with further work underway to confirm the borrowing requirement and the level of borrowing that can be sustainably supported. The design will be deliberately refined to ensure that the scheme is delivered within the Council's affordability parameters, while continuing to meet the strategic objectives and outcomes already agreed by Cabinet. This approach ensures that affordability, design and deliverability remain fully aligned as the project progresses.

2.5 Surveys, Technical Groundwork and De-risking

- 2.51 The RIBA Stage 2 design has been informed by a range of site-specific technical information, including surveys of the existing buildings and wider site, early investigation of ground conditions and utilities, and initial technical input from design team. This information has helped to shape the proposed building footprint, layout and external works, and has reduced reliance on assumptions at concept stage. This approach supports the inclusion of proportionate and informed risk and contingency allowances within the current cost estimates, rather than reacting to unforeseen issues at later stages. The outputs from this survey and technical work are set out in Appendix A.
- 2.52 Further detailed surveys and technical investigations will be undertaken as part of RIBA Stages 3 and 4, including additional ground investigations, detailed building services coordination and further testing of buildability and construction methodology with the contractor. This continued de-risking work will be essential to support the development of the Full Business Case, provide greater cost certainty and inform any future decision on construction.

3. Key high-level risks identified at RIBA Stage 2

- 3.1 The RIBA Stage 2 Risk Analysis (set out in Appendix A) identifies a small number of risks currently assessed as red, reflecting areas of uncertainty that are typical at concept design stage. These relate primarily to cost and contingency adequacy, construction cost inflation,

statutory utilities and infrastructure, ground conditions and programme risks.

- 3.2 In addition, the Principal Contractor has developed a comprehensive project risk register, identifying over 30 individual risks across design, cost, programme and delivery. The highest-level risks (top 10) are summarised within the RIBA Stage 2 report, with appropriate mitigation measures identified. Progression into RIBA Stages 3 and 4 will enable further de-risking through detailed design development, additional surveys and early contractor engagement.

4. RIBA Stages 3 and 4

- 4.1 The next phase of work for the Carlton Active project is progression into RIBA Stages 3 and 4, in line with the scope of services set out in the Alliance Leisure pre-construction proposal. These stages will focus on developing the RIBA Stage 2 concept design into a coordinated, buildable and cost-certain scheme to support the development of a Full Business Case.
- 4.2 RIBA Stage 3 (Developed Design) will include further development and coordination of the architectural, structural and building services designs, ensuring that all elements of the facility mix are fully integrated within the building envelope. This stage will involve refinement of layouts, confirmation of technical strategies, and coordination of specialist leisure equipment.
- 4.3 As part of RIBA Stage 3, the cost plan will be reviewed and updated to reflect the developed design, survey findings and prevailing market conditions. Value testing and further interrogation of contingency and inflation allowances will be undertaken to improve cost certainty and address the key affordability risks identified at RIBA Stage 2.
- 4.4 RIBA Stage 4 (Technical Design) will focus on preparing the project for potential construction, subject to future approval. This will include detailed technical design, specification development, coordination of statutory requirements and preparation of construction information. Early contractor involvement through the UK Leisure Framework will support testing of buildability, construction methodology and programme, helping to reduce delivery and programme risk.
- 4.5 Throughout RIBA Stages 3 and 4, Gedling Borough Councils design team will continue to provide integrated project management, cost management and design coordination services, ensuring alignment between design development, cost control and programme planning. Alongside the design and technical work, the Council will continue to refine the business case and confirm whether the scheme can be

delivered within an affordable and sustainable funding envelope, including consideration of funding sources and the level of borrowing that may be required.

- 4.6 Key outcomes from RIBA Stages 3 and 4, including cost certainty and affordability conclusions, will be reported back to Cabinet for consideration. Progression to RIBA Stages 3 and 4 does not commit the Council to construction. Any decision to proceed beyond pre-construction will be subject to further Cabinet approval once the Full Business Case has been completed and affordability, funding and delivery arrangements have been confirmed.

5 Carlton Active Programme Timeline

- 5.1 Below in Table A is an indicative timeline for delivery of the Carlton Active project. This programme reflects the current understanding at the end of RIBA Stage 2 and will be refined as the project progresses through RIBA Stages 3 and 4, when greater certainty will be established in relation to construction sequencing, enabling works and overall delivery timescales.

5.2 Table A - Indicative Timetable

Milestone	Date
RIBA Stage 2 completes	29 th January 2026
Cabinet Approval	19 th February 2026
RIBA Stage 3 commences	23 rd February 2026
RIBA Stage 3 completes	June 2026
Planning period	7 th May 2026 – August 2026
RIBA Stage 4 commences	21 st May 2026
Indicative Proposed enabling works (incl. demolition) commences	21 st September 2026 (TBC)
Contractor proposals submitted / RIBA 4 completes	25 th September 2026
Internal governance and approvals	2 nd November 2026 – 6 th November 2026
Main contract execution	9 th November 2026
Contractor mobilisation	4 weeks
Start on site	7 th December 2026

5.3 Richard Herrod Centre Closure

- 5.4 The redevelopment of the Richard Herrod site to deliver the Carlton Active Centre requires the closure of the existing Richard Herrod Centre to enable progression into pre-construction and, subject to future approvals, redevelopment of the site.
- 5.5 The existing Richard Herrod Centre occupies the footprint of the proposed Carlton Active development and cannot remain operational alongside delivery of the new facility. Closure of the building is therefore a practical requirement to allow site possession, completion of further surveys and technical investigations, contractor access and progression through RIBA Stages 3 and 4.
- 5.6 The Gedling Indoor Bowls Club lease concludes on 30 April. On this basis, the Richard Herrod Centre is proposed to close on 1st May 2026, to enable site decommissioning and preparation for redevelopment.
- 5.7 Following closure, an initial site decommissioning period is anticipated between 1st May and 1st June, to allow for making safe, disconnection of services, surveys and preparatory works. Handover of the site to contractors is currently anticipated in May, subject to confirmation of programme, statutory requirements and completion of pre-construction activities.
- 5.8 These dates are indicative and will be refined as the project progresses through RIBA Stages 3 and 4.
- 5.9 The need for closure of the Richard Herrod Centre was identified and consulted on at RIBA Stage 0 as part of the Council's Leisure Transformation consultation and engagement programme; this consultation is set out in the Background Papers and provide a clear evidence base demonstrating that closure of the existing Richard Herrod Centre was consulted on.

6. Indoor Bowls Petition and RIBA Stage 2 Recommendation

- 6.1 A petition relating to the inclusion of an indoor bowls facility within the proposed Carlton Active development was considered by Full Council on 12 November and was subsequently referred to the Executive for consideration as part of the ongoing development of the project.

- 6.2 The petition called on Gedling Borough Council to:
1. Reinstate, retain and protect indoor bowling as part of its facility mix within the proposed redevelopment of the Richard Herrod Centre
 2. Recognise that by working with the Directors of Gedling Indoor Bowls Centre Limited and the English Indoor Bowls Association a financially viable and sustainable model with the inclusion of indoor bowls can be achieved
 3. Pro-actively recognise and promote the proven mental and physical wellbeing benefits of indoor bowling
- 6.3 The future of indoor bowls provision was originally considered as part of the RIBA Stage 0 feasibility and option appraisal. The RIBA Stage 0 assessment concluded that a six-rink indoor bowls facility was not taken forward as part of the agreed facility mix for Carlton Active, due to the impact on overall affordability and financial sustainability. This position informed the scope of work progressed into RIBA Stage 2.
- 6.4 As part of the RIBA Stage 2 feasibility and concept design work, the inclusion of indoor bowls provision was revisited and formally assessed by the design team, informed by, site constraints and updated cost analysis. This assessment considered a 3, 4 and 6-rink indoor bowls facility as potential options.
- 6.5 The RIBA Stage 2 report as set out in Appendix A concludes that, the inclusion of an indoor bowls rink within the Carlton Active scheme would introduce significant affordability, design and deliverability risks. The specialist building requirements associated with indoor bowls, including large clear spans, increased building height and environmental controls, would materially increase capital costs and require a larger building footprint than can be accommodated on the site without compromising other core facilities.
- 6.6 The assessment further concludes that incorporation of a bowls hall would necessitate the reduction or removal of other essential elements of the leisure centre, such as swimming or fitness provision, which consultation evidence shows are the highest-demand facilities and central to the financial sustainability of the scheme.
- 6.7 On this basis, and consistent with the conclusions reached at RIBA Stage 0, the RIBA Stage 2 recommendation is that indoor bowls provision should not be included within the Carlton Active development, as it is not considered a financially viable and

sustainable model.

- 6.8 Following the September 2025 Cabinet decision, the Council has continued to engage constructively with Gedling Indoor Bowls Club in line with the agreed approach. This has included ongoing dialogue and the completion of feasibility work to explore alternative site options for indoor bowls provision. The Council recognises the significant role that indoor bowls has played within the Borough, both in terms of sporting heritage and the health and wellbeing benefits it provides. This ongoing work reflects the Council's commitment to supporting the bowls community, while balancing the wider strategic, financial and deliverability considerations associated with the Carlton Active project.
- 6.9 In addition, the Council continues to engage with England Indoor Bowls Association to discuss support for indoor bowls locally.
- 6.10 Cabinet is asked to note the petition and the outcome of the RIBA Stage 2 assessments, which together provide the strategic, technical and financial justification for the non-inclusion of indoor bowls within the Carlton Active scheme.

7. Carlton Forum Joint Use Agreement

- 7.1 Carlton Forum Leisure Centre operates under a joint use agreement with Nottinghamshire County Council and Redhill Academy Trust, which includes defined notice periods and procedural requirements for withdrawal. In order to enable the delivery of the Carlton Active Centre and support an orderly transition of leisure provision in Carlton, it is necessary for the Council to withdraw from this agreement.
- 7.2 The proposed withdrawal has been considered as part of the wider Leisure Transformation Programme and was tested through a recent joint use consultation. Approximately 68% of respondents who identified as Carlton Forum users supported withdrawal to enable development of the new Carlton Active Centre, recognising that replacement provision would be delivered through a modern, purpose-built facility.
- 7.3 Progression of the project into RIBA Stages 3 and 4 represents the appropriate point to align legal and programme arrangements. Cabinet is therefore asked to agree to withdraw from the joint use agreement at the appropriate time, initiating the required two-year notice period in accordance with its terms. This would not result in immediate closure but would provide certainty and sufficient lead-in time to manage the

transition in a planned and coordinated manner, subject to future approvals.

8. Financial Implications

8.1 Carlton Active Capital cost position

8.11 The current RIBA Stage 2 cost plan, as set out below indicates an overall project cost of approximately £29.9 million (excluding VAT) for the delivery of the Carlton Active Centre. This figure includes construction costs, professional fees, contingency and inflation allowances, external works and enabling, demolition and the costs associated with progressing the project through RIBA Stages 3 and 4 (Pre- Construction) in line with the Alliance Leisure fee proposal.

8.12 Indicative Capital Cost Breakdown (RIBA Stage 2)

- Construction cost (including preliminaries, construction contingency and inflation based at 6%): c. £26.8m
- Fixtures, Fittings & Equipment (FFE): c. £0.79m
- Professional fees & project management: c. £0.99m
- Client contingency (5%): c. £1.34m
- Leisure Framework access fee: c. £0.04m

8.13 A client-held contingency allowance has been included at 5% within the cost plan to reflect the current level of design development and the risks identified through early technical work and site investigations. At RIBA Stage 2, not all design elements, ground conditions or construction methodologies are fully defined, and contingency is therefore required to manage known and unknown risks.

8.14 The contingency allowance is not an assumed spend; rather, it provides flexibility to manage risk as further information becomes available. As the project progresses through RIBA Stages 3 and 4, it is expected that risks will be either mitigated or retired and the level of contingency refined accordingly.

8.15 The cost plan includes an inflation allowance based on 6% to reflect forecast construction cost inflation over the anticipated programme period. This allowance is based on industry-standard inflation indices and aligns with the indicative programme for the project.

8.16 Programme and project management costs are included within the overall capital cost to reflect the resources required to deliver a complex, multi-disciplinary capital project of this scale. These costs include client-side programme management, design team coordination, technical assurance, cost management, and governance activities required to manage risk, quality and value for money.

8.17 Inclusion of these costs at this stage ensures that the project is adequately resourced to progress through pre-construction, planning and delivery in a controlled and compliant manner.

8.2 **Approach to Cost Certainty**

8.21 The cost breakdown presented reflects the appropriate level of detail for RIBA Stage 2. The current indicative cost is set to be within 10% of the final construction cost.

8.22 A more detailed and robust cost plan will be presented to Cabinet as part of the Full Business Case at RIBA 4, alongside confirmed funding sources and affordability, prior to any decision on progression to construction.

8.3 **RIBA Stages 3 and 4 (Pre-Construction) Costs**

8.31 In accordance with the Alliance Leisure fee proposal, the forecast cost of progressing the project through RIBA Stages 3 and 4 is £1,689,004.58, as set out in Appendix A. This cost includes professional fees, contractor pre-construction services, planning application preparation and submission, technical design development, and further surveys and investigations required to de-risk the scheme.

8.32 The costs associated with RIBA Stages 3 and 4 are fully included within the overall project cost and do not represent additional or separate funding requirements beyond the total capital cost currently being modelled.

8.33 Progression to RIBA Stages 3 and 4 will enable the Council to develop a Full Business Case, confirm affordability and funding arrangements, and report back to Cabinet before any decision is taken on entering a construction contract.

8.4 **Affordability and timing of design refinement**

8.41 At the end of RIBA Stage 2, the Council has sufficient design definition to understand the likely cost envelope of the scheme, while still retaining flexibility to make proportionate adjustments before entering more detailed technical design. Current analysis indicates that savings

of approximately £1.5- £2.0 million may be required to ensure the scheme remains fully aligned with the Council's affordability parameters.

- 8.42 Cabinet is asked to note that progression into RIBA Stages 3 and 4 will include further design refinement to align the scheme with the Council's affordability parameters. This work will be undertaken in line with industry best practice within the RIBA Plan of Work and will include proportionate engagement and consultation on the evolving design in RIBA 3. The outcomes of this work, including any changes to design, cost or programme, will be incorporated into the full Business Case and reported back to Cabinet prior to any decision on progression to construction.

8.5 **Indicative Capital Funding and Borrowing Requirement**

- 8.51 The delivery of Carlton Active is currently based on a funding package that will combine the Council's own resources with prudential borrowing.

- 8.52 In broad terms, the scheme is assumed to be funded on an approximate 50:50 basis, with around half of the capital requirement met from Gedling's internal resources and the remainder financed through Prudential Borrowing. The final funding package will be proposed to Cabinet at a later stage once we know cost certainty, have a full business case and detailed financial model that identifies how much net income will be available to support the revenue costs of borrowing.

- 8.53 Any Prudential Borrowing required will need to be approved by Full Council in line with Financial Regulations..

- 8.54 The precise composition of internal funding sources, the scale of borrowing required, and the associated revenue implications will be subject to further refinement as the project progresses through RIBA Stages 3 and 4. These matters will be tested in detail as part of the Full Business Case, including confirmation of affordability, funding strategy and compliance with the Council's financial framework.

- 8.55 No commitment to borrowing or construction expenditure is made at this stage. A further report will be brought to Cabinet at the conclusion of RIBA Stage 4, setting out the final funding and affordability position for decision before any progression to construction.

8.6 **Revenue Affordability - Business Case Scenario Modelling**

- 8.61 To assess affordability prior to a full financial model and business case, officers have used business cases developed firstly by Max Associates at RIBA stage 0 and secondly from an evaluation of income which is currently being undertaken with Big Wave Growth, as part of the leisure service's business growth programme.
- 8.62 These income projections represent a worst-case and best-case scenarios of net income generation by the new facility. The worse - case scenario suggests a shortfall in required income to support borrowing for the current estimated costs of the scheme. The best case comfortably covers the borrowing required.
- 8.63 To ensure prudence and support affordability the project team are looking to make adjustments to the scheme in the region of £1.5m - £2.0m as set out in section 8.41.
- 8.64 Once a full business case is available a comprehensive financial model will be developed which includes sensitivity analysis on income levels, this will give more certainty to the affordability of the project. However, the high-level financial modelling that has been carried out currently suggests that the scheme is affordable.
- 8.65 Considering the costs reduction from the adjustments the team are currently working through, forecasts of net income in addition to some of the savings generated from the closure of the current facility (the new leisure centre will be built on), indicate sufficient levels of income to cover the revenue costs of borrowing required to build the centre.
- 8.66 The Capital Budget report which will be presented to Cabinet on 19th February 2026, and to Full Council on 5th March 2026, requests approval for a budget of £2.12m to cover RIBA stages 3 and 4 and the demolition costs of the current facility on site. The report proposes that these costs are funded by a contribution from earmarked reserves and the strategic element of Community Infrastructure Levy that has been earmarked for Leisure provision.
- 8.67 Should the scheme not go ahead any pre-construction costs incurred will be aborted costs to the Council.
- 8.68 Further refinement of income and expenditure assumptions will be undertaken during RIBA Stages 3 and 4, and the outcomes of this work will be incorporated into the Full Business Case and financial modelling, which will be presented to Cabinet for approval before any commitment is made to construction.
- 8.69 Further refinement of income and expenditure assumptions will be undertaken during RIBA Stages 3 and 4, and the outcomes of this work

will be incorporated into the Full Business Case, which will be reported back to Cabinet before any commitment is made to construction.

9. Proposal

9.1 It is proposed that Cabinet:

- notes and agrees the outputs of the RIBA Stage 2 design work for the Carlton Active Leisure, Health and Wellbeing Centre, including the emerging design proposals, business case position and indicative RIBA Stage 2 cost plan, recognising that these remain subject to further development and refinement and having regard to the evidence set out within the report in respect of indoor bowls provision.
- subject to budget approval, approves progression of the project into pre-construction, specifically RIBA Stage 3 (Spatial Coordination) and RIBA Stage 4 (Technical Design), to be delivered through the UK Leisure Framework.
- agrees the closure of the Richard Herrod Centre with effect from 1st May 2026, to enable the redevelopment of the site as the Carlton Active Centre, noting that the closure date aligns with the agreed programme for pre-construction and redevelopment.
- agrees to withdraw from the Carlton Forum Leisure Centre joint use agreement and authorises the serving of notice by the Chief Executive, in the consultation with the Leader of the Council, at the appropriate time in accordance with the terms of the agreement, in order to enable an orderly transition of leisure provision in Carlton.
- agrees to delegate authority to the Chief Executive, in the consultation with the Leader of the Council, to seek all necessary approvals relating to final design and the progression of the scheme through the planning and statutory approvals process, including planning applications, building control and building regulations matters, where such decisions are required to facilitate the approved progression of the project.

10 Alternative Options

10.1 An option is for the Council to do nothing. However, the operational leisure assets are currently at end of life and cost the Council circa £1.3m to operate. Given the current finances of the Council, as set out in the Medium-Term Financial Plan, this level of subsidy cannot be sustained. This leaves two options for the Council, which has a duty to

deliver its core statutory services, either investment in the discretionary leisure service through new facilities or potential closure.

- 10.2 The council could progress to undertake a further RIBA Stage 3 re-design exercise, focused on reviewing the current concept and identifying opportunities to reduce the overall capital cost of the scheme. This would be informed by the value engineering options identified within the RIBA Stage 2 report and would seek to align the capital cost more closely with the lower-bound affordability scenario identified through the Max Associates business case. This option would allow Members to explore whether adjustments to floor space could reduce the headline capital cost at an earlier stage.

However, Cabinet should note that:

- undertaking a further re-design would incur additional professional fees and extend the programme
- any reductions in capital cost achieved through re-design may have a corresponding impact on income generation, which would need to be carefully tested
- regardless of this approach, progression through RIBA Stages 3 and 4 would still be required to achieve cost certainty, undertake detailed surveys, progress planning and develop a Full Business Case at RIBA 4.

12. Legal Implications

- 12.1 The project is being procured through the UK Leisure Framework, which provides a compliant route under the Public Contracts Regulations 2015. Alliance Leisure has been appointed as the Council's Development Partner under this framework, ensuring that procurement requirements are met and specialist expertise is available to the Council.
- 12.2 The Council has a duty of Best Value under the Local Government Act 1999, requiring it to ensure that services are delivered effectively and efficiently. The business case shows that Carlton Active will significantly reduce ongoing subsidy, provide modern facilities that meet current and future need, and therefore represents compliance with this duty.
- 12.3 The proposed development site at the Richard Herrod Centre is in the freehold ownership of Gedling Borough Council, providing certainty over deliverability.

- 12.4 The Council has a duty under the Equality Act 2010 to have due regard to the need to eliminate discrimination and advance equality of opportunity. A full Equality Impact Assessment has been completed and will be kept under review as the project progresses. This can be found at Appendix B. Cabinet is asked to note that equalities implications have been considered in developing the RIBA 2 plans.
- 12.5 As a major capital scheme, the Carlton Active project will need to comply with the UK Subsidy Control regime in relation to borrowing and external funding.
- 12.6 The closure of the Richard Herrod Centre has legal implications in relation to property, employment and service delivery. These matters will be managed in accordance with relevant legislation and Council policies, including any statutory consultation requirements, and will be aligned with the agreed programme for redevelopment.
- 12.7 Progression into RIBA Stages 3 and 4 will involve preparation and submission of a planning application and engagement with statutory consultees. Any planning permission granted may be subject to conditions and legal agreements, which could have implications for programme, cost and delivery.
- 12.8 As leisure provision transitions from existing facilities to the new Carlton Active Centre, there may be employment implications and considerations. These will be managed in accordance with employment law and the Council's HR policies, with specialist advice obtained where required.
- 12.9 As the project progresses into detailed design and pre-construction, duties under the Construction (Design and Management) Regulations 2015 will apply. These duties will be discharged through the appointed professional team and contractor arrangements.

13 Equalities Implications

- 13.1 National research from Sport England shows there are some clear inequalities in opportunities, accessibility and experiences of physical activity, leisure and sport most of which are long-term inequalities seen for many years.
- 13.2 Tackling inequalities is at the very heart of this Leisure review, the Council's ethos is that every person should have an equal chance to benefit from living an active life. Gedling Borough Council's Leisure Strategy will focus on the areas that will make the greatest difference. This includes ensuring people and communities have improved access to opportunities to be active in environments that are inclusive, safe

and accessible, as well as being able to enjoy experiences with confidence, motivation and the capability to take part.

- 13.3 The strategies seek to have a positive impact on certain protected characteristics based on the data and consultation analysis undertaken. In particular it seeks to address health inequalities, and this will support the opportunity for protected characteristic groups to benefit from opportunities to get active.
- 13.4 The Equality Impact Assessment (EIA) at Appendix B highlights a potential adverse impact on older adults and disabled users due to the loss of the indoor bowls facility currently based at the Richard Herrod Centre. Bowls is recognised nationally as an inclusive, low-impact sport. Mitigation is being pursued through ongoing feasibility work, consultation and engagement. This includes exploring relocation opportunities for the Gedling Indoor Bowls Club, and expanding alternative inclusive provision within Carlton Active such as the assisted exercise suite, accessible programming and community spaces, as well as building on the existing special characteristic provision for targeted population groups currently offered at Carlton Forum Leisure Centre. This provision is documented in the EIA.
- 13.5 The EIA will remain a live document and will be reviewed at each RIBA stage to ensure equality impacts are addressed throughout the design and delivery of the project.

14 Carbon Reduction/Environmental Sustainability Implications

- 14.1 The Carlton Active project will make a significant contribution to the Council's environmental objectives by replacing two ageing, inefficient facilities with a single modern, energy-efficient building. Both Carlton Forum and Richard Herrod are ageing buildings, with the former over 50 years old, and have high energy consumption, poor thermal efficiency and rising maintenance costs. Their replacement will reduce carbon emissions and support the Council's net zero ambitions.
- 14.2 The project will be designed in line with Sport England's Environmental Sustainability and Climate Change Framework and the Council's Carbon Management Plan, with sustainability embedded at each RIBA stage.
- 14.3 The capital cost plan includes an allowance for carbon reduction measures, but final scope and specification will be developed through RIBA Stages 1–2. Cabinet should note that design choices made at these stages will determine the level of carbon reduction achievable and may carry capital cost implications.

- 14.4 Early consideration has been given to low-carbon design principles, including enhanced building fabric performance, high levels of insulation and air tightness, and the future integration of renewable technologies, such as roof-mounted photovoltaic panels. The design also seeks to reduce reliance on fossil fuels by supporting low-carbon heating solutions

15 Appendices

- 15.1 Appendix A - RIBA 2 report
- 15.2 Appendix B - Equality Impact Assessment
- 15.3 Appendix C - Climate Impact Assessment

16 Background Papers

- 16.1 Leisure Strategy 2025
- 16.2 Carlton Active Business Plan
- 16.3 Gedling Borough Council Engagement Report
- 16.4 Gedling Borough Council Focus Group Report
- 16.5 Opportunity Analysis
- 16.6 Strategic Outcomes Planning Model
- 16.7 General Fund Revenue Budget 2025/26
- 16.8 Carbon Management Strategy
- 16.9 Bowls Club Petition
- 16.10 September 2025 – Cabinet Leisure Transformation Report

17 Reasons for Recommendations

17.1 The recommendations are made to:

- enable the Carlton Active project to progress in a controlled and compliant manner through RIBA Stages 3 and 4, improving cost certainty, affordability and deliverability.
- ensure that financial and governance controls are maintained, including Full Council approval of pre-construction budget only, with no commitment to construction at this stage.
- facilitate the practical redevelopment of the Richard Herrod site and an orderly transition of leisure provision in Carlton
- retain Member oversight of any future decision to proceed to construction through the requirement for a further report and Full Business Case

Statutory Officer approval

Approved by: Tina Adams

Date: 11/02/26

On behalf of the Chief Financial Officer

Approved by: Francesca

Whyley

Date: 11/02/26

On behalf of the Monitoring Officer

This page is intentionally left blank

Carlton Active RIBA 2 Report.

Gedling Borough Council
28th January 2026

Page 43



Document history.

Version Control

Version	Date	Description
1.0	23/01/2026	Draft
2.0	26/01/2026	Hadron review
3.0	28/01/2026	Final Issue

Page 44

Authorisation

ALS Business Development Manager	Date	ALS Executive Approval	Date
Gareth Liversedge	28/01/2026	Will Gardner	28/01/2026

Disclaimer

This document and its contents have been prepared and are intended solely for the Client's information and use in relation to Carlton Active within Gedling Borough Council. Alliance Leisure Services Ltd assumes no responsibility to any other party in respect of or arising out of or in connection with this document and/or its contents.

Copyright

The copyright of this document is vested in Alliance Leisure Services Ltd. This document may not be reproduced in whole or in part without their express written permission

Executive summary.

Gedling Borough Council (GBC) has commissioned Alliance Leisure (ALS) to develop the design and associated costings for the proposed new-build Carlton Active facility.

Brief

The scope currently includes;

- 8 lane main pool
- Teaching pool
- Health Suite (30m²)
- Community Room – suitable for a range of sporting and non-sporting activities, community hire and youth services (146m²), together with a community room store (46m²)
- Café linked to reception
- Adventure Play area
- Assisted Exercise Suite
- Gym – c. 130 stations (631m²)
- 2 x group Exercise Studios (199m² & 125m²)
- Spin Studio (65m²)
- Various office and admin spaces; and
- Dedicated changing spaces.

Team

ALS has selected an experienced team to support the project:

- **Hadron** (Project Management)
- **Universal** (Principal Contractor)
- **GT3** (Lead Designer)
- **Greenwood Projects** (Principal Designer – CDM)
- **Safer Sphere** (Principal Designer – BSA)

Budget

The project is currently estimated at £29,998,353 + VAT.

A number of site and technical surveys have been undertaken, details of which are outlined within the report.

Key risks include asbestos, ground conditions, drainage, Planning and Highways, and ecology. A detailed risk register is included within the report.

- The fee to take this to **RIBA 3: £783,264.42**
- The fee to take this to **RIBA 4: £908,374.56**
- Total fees combined are **£1,691,638.98**

The programme length for undertaking RIBA 3 & 4 estimated at 10 months.

Programme

The planning period for the scheme is anticipated to run from 7 May 2026 through to August 2026. Completion of RIBA Stage 4 is scheduled for 25 September 2026, following which the scheme will be presented for Gedling Borough Council approval between 2 and 6 November 2026. Subject to approval, contract award is programmed for 9 November 2026.

A four-week mobilisation period will follow contract award, with the start on site anticipated on 7 December 2026.

A detailed breakdown of the programme is provided in Appendix B.

At RIBA Stage 0, the estimated value of the new-build facility was identified as between £32.5m and £39.3m. Following further discussions at the project inception meeting, the project budget was reduced to circa £30m. Subsequent discussions have indicated that further budget reductions may be required.

Value engineering may be required at RIBA Stage 2 should the available budget be reduced further, in order to ensure the scheme remains aligned with the Council's confirmed budget. However, in the event of a substantial budget reduction, this would necessitate a redesign of the RIBA Stage 2 scheme. Further detail on the implications of this is provided within the report.

Contents.

Page 46

1	Introduction
2	Project Brief
3	The Development Proposal
4	RIBA 2 Planning and Surveys
5	Capital Investment Summary
6	FF&E
7	Project management
8	Cost implications and design development
9	Principal Designers (CDM & BSA)
10	Social Value
11	Next Steps

Appendices.

A	RIBA plan of works
B	Contractors Proposals
C	FF&E Schedule
D	Innerva Business Plan

Introduction.

1.1 Background

Alliance Leisure Services Ltd (ALS) is the UK's leading leisure development partner with over 25 years' experience, 280+ completed projects, and £485m invested in public sector facilities. ALS provides a complete solution from feasibility and business planning through to design, build, funding, and ongoing support via our Engagements and Insight team.

Using the **UK Leisure Framework** for which ALS is the appointed lead development partner, this project benefits from a fully compliant, direct procurement route, saving time and cost. ALS will contract directly with the Council, assume agreed project risks, and deliver on time and on budget, using a JCT Design and Build Contract to streamline the process.

With one agreement and one point of contact, the Council will have a trusted partner to manage every stage, mitigate risk, and remove project headaches - ensuring high-quality facilities that make a lasting difference for the community.

After an OJEU-compliant competitive tendering process, Alliance Leisure were appointed as lead development partner of the UK Leisure Framework, which allows for the direct appointment of ALS as a development partner for the scoping, design, refurbishment, construction and the development of sport, leisure, and other cultural facilities across the UK public sector.

UKPCR 2015 Compliant

A public sector-friendly framework backed by rigorous procurement standards.

Simple Onboarding

Streamlined approvals, followed by a single Access Agreement to get started.

One Appointment, Full Delivery

Appoint Alliance once, and we manage project delivery supporting you through the process in an efficient and effective manner.

This proposal is based on the development utilising the UK Leisure Framework and its standard suite of documentation.



Introduction.

1.2 Approach and Benefits

Developing in partnership with **Alliance Leisure under the UK Leisure Framework** provides a fully compliant end-to-end 'Delivery Solution' focussed on achieving your development goals:

Page 48

- **Leisure-Specific Expertise**
Over 285 leisure projects delivered — specialists in designing and delivering high-performing facilities
- **Complete Turnkey Solution**
From concept to completion, one accountable team manages design, build, equipment, giving the best platform for success — fully supporting your needs
- **Value for Money Assured**
Analysis is multi-layered with benchmarking and market tested costs – providing stakeholder assurance
- **Guided, Transparent Gateway Process**
Clear RIBA stage approvals with defined outputs, risk tracking, and reports — full transparency at every step
- **Adding Value**
Our Engagement and Insights team drive stakeholder engagement and set up for project success
- **Affordability First**
Early contractor involvement improves buildability and drives real-world cost efficiency
- **Fast Low Risk Procurement**
Mobilise quickly, reduce inflation risk, and avoid delays. Framework structure ensures all legal, financial, and risk considerations are covered upfront
- **Mitigating Risk**
Alliance enters the building contract, with risks mitigated and apportioned to deliver best outcomes
- **Social Value & Sustainability**
We integrate social value and local economic impact throughout delivery - measurable with local KPIs
- **Supply Chain Advantage**
£1bn pipeline unlocks national buying power and a trusted supply chain – driving long-term value across projects

Your delivery team

West and North Wales

Project Development Team



Will Gardner
Assistant Regional Director



Gareth Liversedge
Alliance Delivery Manager



Greg Walker
Business Development Manager

Central Support Team



Sarah Watts
CEO



Paul Cluett
Managing Director



Stuart Thornton
Finance Director



Jeremy Bradbury
Head of Business Support



John Leaver
Marketing & Frameworks Director

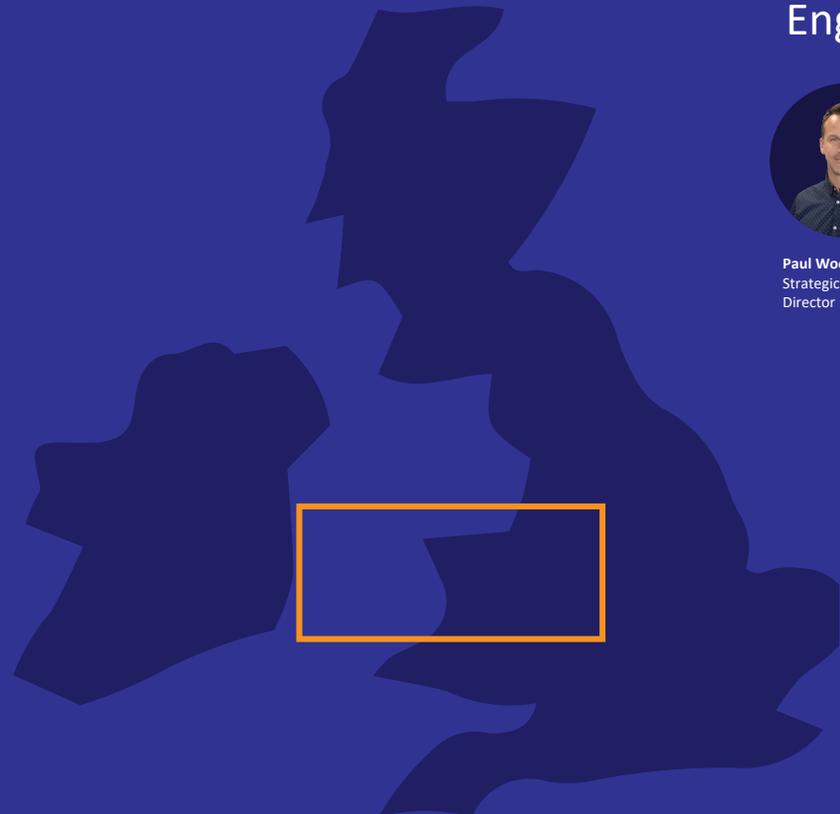
Engagement Team



Paul Woodford
Strategic Engagement Director



Nicola Bromley
Strategic Account Manager



Introduction.

1.4 Your Construction Delivery Team



Hadron Consulting specialise in the project and programme management of high quality, complex and innovative projects and work closely with Alliance Leisure to build deep and trusted relationships that are founded upon high level performance and results.

The Hadron Consulting project management team has a proven track record of delivering high quality leisure facilities and swimming pools for local authorities and operators, which has been built up over the last 20 years. Their project management style is very 'hands on,' using their experience to actively drive projects, challenge the design and costs, manage and mitigate risks, and to ensure our client's objectives are met.

They are used to supporting Alliance to deliver projects within tight budget constraints and fixed deadlines and work hard to bring the best out of the project team to achieve this.

Experienced in managing projects within the context of complex, multi-stakeholder environments, many of the projects the Hadron team have been involved in have had external funding, including Sport England funding. These projects are often referred to as exemplar projects by Sport England themselves.



Established in 2009, Universal Group has grown year-on-year to become a leading contractor for all ground engineering, labour and piling plant needs.

The whole ethos of Universal Group is to cost effectively deliver as many aspects of a project as practically possible to ensure the client's site team has one responsible contractor efficiently working through the programme

With expertise across a wide-range of specialisms, act as a unique one-stop shop and have supported Alliance on several projects.

Universal have consistently delivered high quality schemes, below budget and ahead of schedule to their ever-growing client base.

Universal Group's attention to detail and safety standards have culminated in the award of various industry accreditations, including ISO 9001, ISO 14001 and ISO 45001.

For more information, visit www.universal-group.uk.



GT3 Architects is a growing, award-winning and ambitious business, with a drive to redefine architectural practice. From studios in Newcastle and Nottingham, GT3 Architects champions an inclusive, sustainable and engaging way of doing business.

GT3 deliver expertise in sports and leisure, masterplanning and workplace design but have also earned recognition for their innovative and sustainable projects in a range of sectors, including education, civic, retail and residential.

GT3 have developed a reputation for creativity and innovation, supported by a proven track record in translating bold concepts into elegant technical details and successful project delivery.

<https://www.gt3architects.com/>



An award-winning, nationally acclaimed PMI practice, with a reputation for championing an inclusive and engaging way of doing business.

The team is comprised of the industry's best design professionals, each hand-picked for their specialist knowledge, multi-sector experience and proven 'people first' attitude.

Their in-house team includes architects, architectural technologists, engagement consultants, environmental psychologists, building biologists, and interior architects. They work across a range of architectural sectors, with skills in architecture, master planning, engagement consultancy, and interior design.

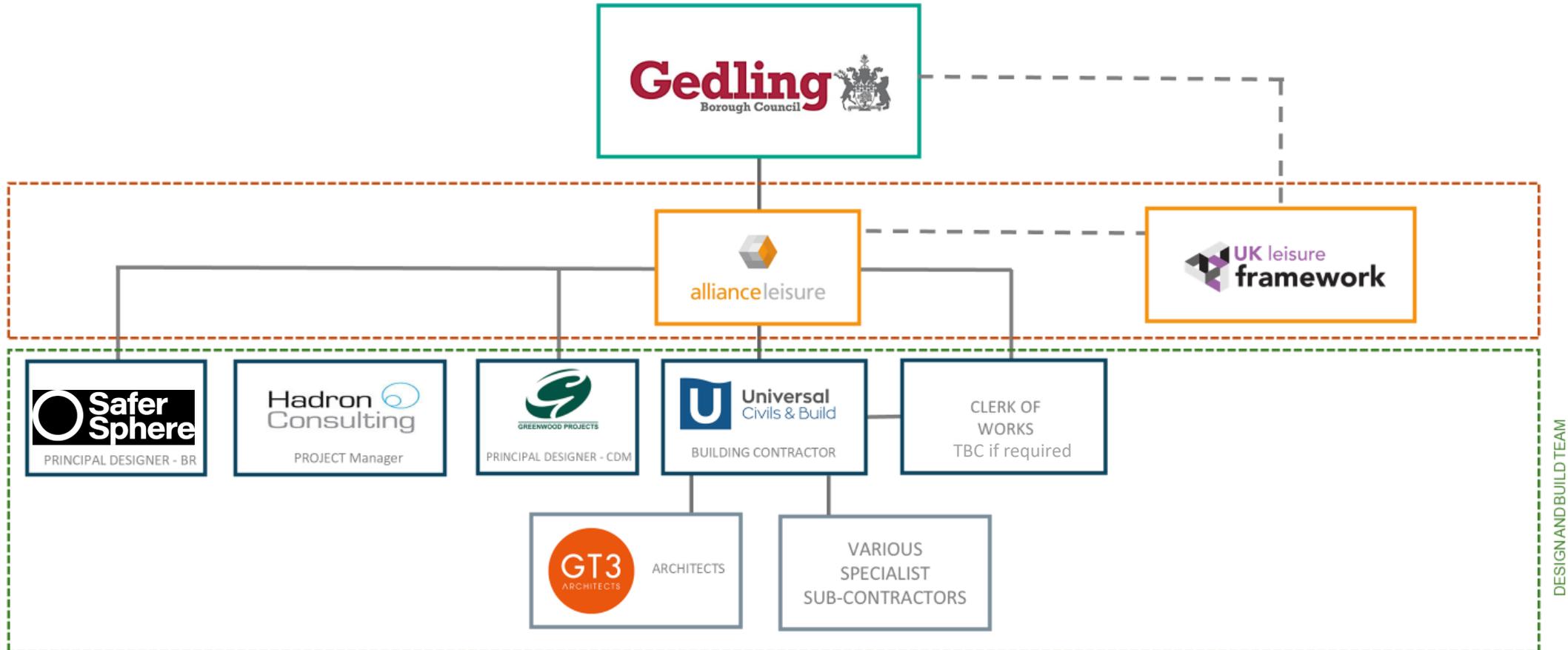
Greenwood deliver expertise in sports and leisure, healthcare, workplace, and heritage design but they have also earned recognition for their innovative and sustainable projects in a range of sectors, including education, civic, retail, residential and mixed-use.

www.greenwoodprojects.com

Introduction.

1.5 Delivery Team Structure

Page 51



DESIGN AND BUILD TEAM

Project Brief.

Project Brief.

2.1 Project Introduction

The construction of a new facility is driven by the ageing condition of current facilities and the borough's long-term aspirations for enhanced leisure infrastructure.

The existing Carlton Forum Leisure Centre has good participation as well as financial performance. However, the centre is over 50 years old, and with its infrastructure aging (despite past refurbishments), is no longer considered fit for purpose. The site is also under joint use agreement with Nottingham County Council and Redhill Academy Trust (not owned by Gedling Borough Council). The facility is joint responsibility, whereas the new facility would be managed only by Gedling Borough Council.

While Richard Herrod is owned only by the council, it has the highest subsidy of all its leisure facilities. The Council can only afford (through future capital receipts and borrowing) to build new on one of its existing sites, and due to the necessity to create future leisure facilities within the Borough, it was decided that the new proposal is developed on the Richard Herrod site.

The Richard Herrod Centre currently offers facilities including: a bookable events space, community bar and an indoor bowls green. The space is well enjoyed by the local residents, and community functions will be carried forward into the new proposal. The Gedling Borough Council are working with the indoor bowls club to re-home the club following Richard Herrod's closure.

A number of options have been explored for the building previously. These have included refurbishment, remodel and partial demolition of the building to allow new leisure facilities to be provided. It was concluded that a full demolition and new build was the most cost-effective way to deliver new leisure and community facilities to better meet the needs of the community.

Due to area restrictions on site, the existing centre will be closed and demolished ahead of the new construction commencing.



Project Brief.

2.2 Existing Site

Site Overview:

Carlton is a village situated in the borough of Gedling, just northeast of the City of Nottingham.

The town grew when connected to the city by tram and train and is now a dormitory settlement with a mix of housing, schools, community facilities and green spaces.

The site is adjacent to green space (which is used by Gedling Southbank FC) and is surrounded mainly by low level residential properties.

The council also currently operate the Carlton Forum Leisure Centre. They are currently planning to withdraw operations upon completion of the new leisure centre.

Red Line Boundary:

The red line shown on the plan is indicative at this stage. It captures the existing Richard Herrod site, as well as the Carlton Forum carpark. The blue line shows the council's land ownership, and parts of this ownership may be included in the final proposal, including the Carlton Forum carpark.

Area of Red Line Boundary = 20,715 m²



KEY:

- Assumed Site Boundary
- Ownership Boundary



Project Brief.

2.3 Graphic Brief

Page 55



Project Brief.

2.4 Existing Buildings vs Proposal

When comparing the existing facilities of the Richard Herrod Centre (on site) and the Carlton Forum Leisure Centre (off site) with the new proposal, several observations can be made:

- The building footprint on site is greatly reduced:** The Richard Herrod building has a ground floor GIFA of 3035m², whereas the proposal (as drawn) has a ground floor GIFA of 2524m². This leaves more space on site for car parking, as well as for hard/soft landscaping to improve pedestrian journey on site.
- The area as drawn is much more efficient than the graphic brief predicted:** The finalised graphic brief presented an area of 4481m². Through creating efficient circulation and refining the size of spaces, the area was able to be reduced to 4200m², saving GIFA and therefore cost.
- The new proposal aims to combine the best aspects of each existing facility:** The new proposal will provide modern leisure facilities while also keeping a community aspect at the core of the building. This will aim to provide for the same users who currently enjoy socialising at the Richard Herrod Centre, while attracting new leisure users into the centre.

Page 56

Please note: The figures for the new proposal are based on the graphic brief, as well as drawings (presented later in this document).

Richard Herrod Centre	Area (m ²)	Carlton Forum Leisure Centre	Area (m ²)	New Proposal	Area as in Graphic Brief (m ²)	Area as Drawn (m ²)
		Pool Hall (25m 6 Lane Main Pool & 12.75 x 7.25m Learner Pool) + Surrounds	871	Pool Hall (25m 8 Lane Main Pool & 10 x 8m Learner Pool) + Surrounds	868	873
		Changing Provision (Male, Female, B&T, Team) Inc Accessible W.C.	173	Spectator Seating/Viewing Area	55	88
		Pool Store	35	Changing Village (Unisex) Inc Changing Places	437	397
		First Aid	8	Pool Store	42	57
		Health Suite/Relaxation Area	61	First Aid	12	11
		Wet Side Total	1148	Health Suite	30	30
				Wet Side Total	1444	1456
		Fitness Suite (inc Cardiovascular Area)	377	130 Station Fitness Suite	630	631
		Treatment Room	13	Consultation Rooms	20	19
		Sports Hall	661			
		Squash Courts	135			
		Squash Balcony	29	Dry Change (Male & Female)	100	74
		Dry Change (Male & Female)	101	Accessible Change & W.C.	6	7
		Accessible Change & W.C.	16	Universal Change & W.C.	5	6
		Outdoor Change	57	Spin Studio	65	65
		Spin Studio	56			
		Dance Studio	97			
		Mind and Body Studio	115	Small Studio	125	125
		Judo Room	23	Large Studio	200	199
				Studio Stores	33	34
		Studio Stores	23	Dry Side Total	1184	1160
		Dry Side Total	1703			
		Entrance Lobby	35	Entrance Lobby		16
		Lounge & Bar	283	Reception & Servery	30	32
		Family Room	105	Retail	10	4
		Kitchen	27			
		Community Room (Millennium Suite)	363	Café	150	200
		Creche	107	Kitchen	50	43
		Baby Change	9	Membership Area	10	10
		Communal Total	929	Community Room	100	146
				Community Store	25	46
		W.C.s	94	Accessible W.C. & Baby Change		6
		Stores	143	Soft Play (inc Soft Play Seating)	135	110
		Offices	35	Innerva Suite	60	48
		Meeting Room	104	Communal Total	570	661
		(Unknown Spaces)	65			
		Support Total	441	W.C.s (inc Accessible Provision)	65	37
				General Stores (inc Cleaners and Buggy Stores)	20	15
		Total Net Area	2961	Admin & Offices (inc Duty Manager Office)	42	41
		Circulation	151			
		Plant (inc Electrical Intake)	149	Comms	12	10
		Internal Walls	65	Staff Room	25	34
				Support Total	164	137
		Ground Floor GIFA	3035			
		First Floor GIFA	280	Total Net Area	3374	3414
		Total GIFA	3315	Circulation	506	399
				Plant	388	232
				Internal Walls	213	155
				Ground Floor GIFA	-	2524
				First Floor GIFA	-	1676
				Total GIFA	4481	4200

Project Brief.

2.5 Site Analysis - Opportunities



KEY:
 Assumed Site Boundary



Good access:

Bus stops directly outside the south of site, along Foxhill Road Central. Good site access for construction vehicles, with multiple roads bordering the site.



Natural buffer:

Trees lining the north east/west site boarder provide a natural buffer between the existing residential area and the site.



Surrounding functions:

Residents will be able to benefit from the new leisure centre. The surrounding properties are mainly semi-detached and detached houses.



South light:

Due to the surrounding residential being predominately 2 storeys, plenty of south light reaches site.



Active Spine Link:

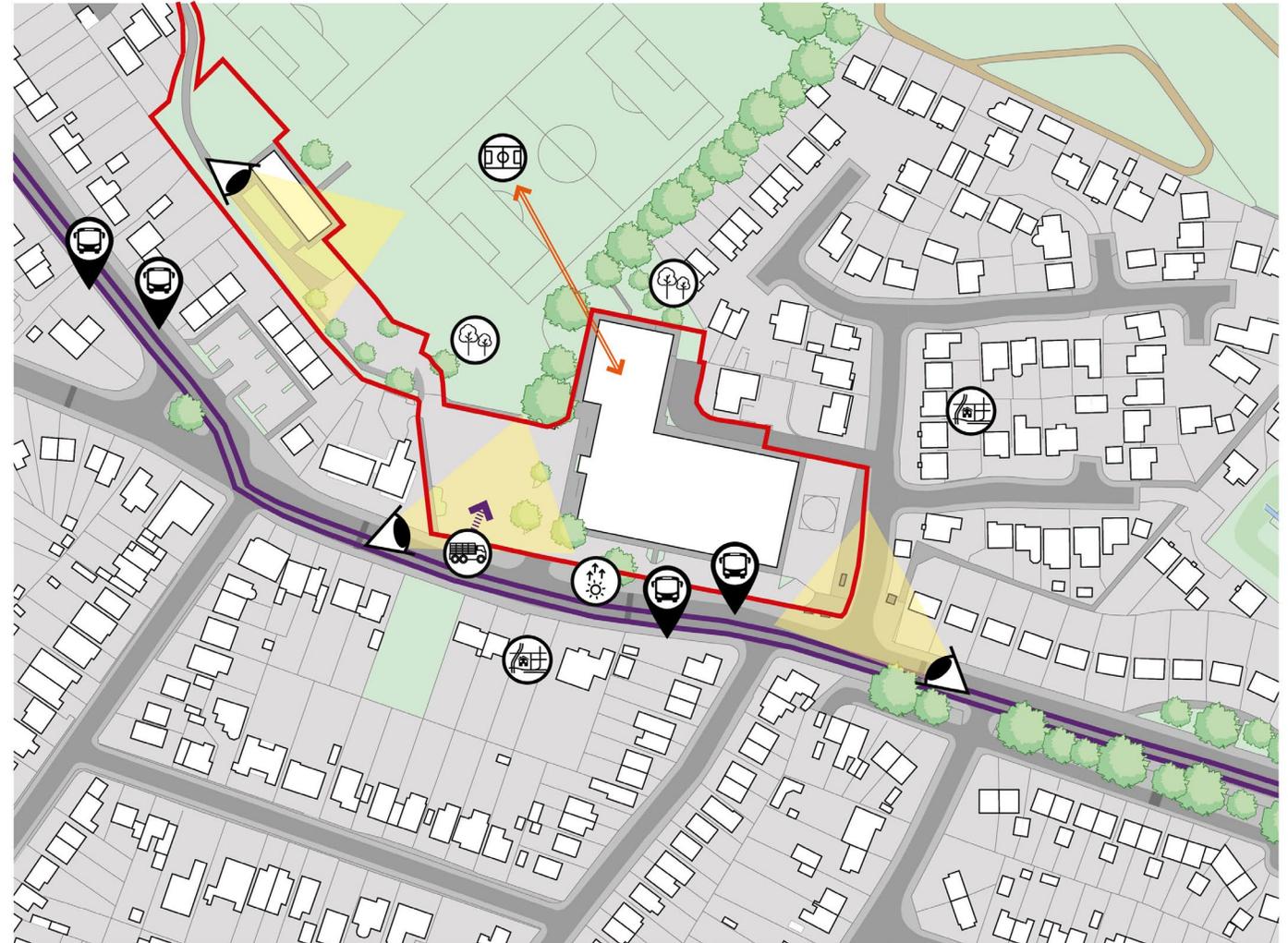
The site is neighboured by other existing leisure functions - Gedling Southbank F.C. Opportunity to create a visual link from the new leisure onto the fields, strengthening the key theme of creating an active spine.



Key Views:

The site has three main key views; two from each direction on the main road that borders the site, and one from the footpath that connects the site to the Carlton Forum car park. All views can be utilised to improve visitor journey to the building.

Page 57



Project Brief.

2.6 Site Analysis - Constraints



Protected green space/trees:

The green space on/adjacent to site is protected, by order of the "Protection of Open Space Policy LPD20". Investigation will be needed into what restrictions this protection brings. Investigation into root protection will also be undertaken.



Drain:

A 900 diameter lateral drain runs under the site. There is a 5 meter easement either side of the sewer, so the building footprint must be far enough away.



Noise pollution:

Noise from cars on Foxhill Road Central (which has a speed limit of 30mph) could affect the north of the site. Quieter spaces should be located further into the site. Residential areas surround the site on 3 sides, and residents could be affected by construction/plant noise. Residents should be informed about the construction at a public consultation. Acoustic screening could be implemented to lessen the impact if of plant noise.



Proximity to residential properties:

Several residential properties are adjacent to the site; they could be affected by new construction from noise, as well as obstruction of light/views. A public consultation should be held, to take on any concerns residents have regarding construction.



Level Change:

There is a level change between the existing car park and the field; this will have to be addressed with any new construction.



Surface Water and Tank:

Severn Trent have installed a 500,000 litre water tank on site, to protect against surface water flooding. Investigation will need to be taken into whether this has fixed this problem. Moreover, the easement conditions for the tank will need to be confirmed.



Maintaining Access:

Access to the care home, Gedling Southbank F.C., and the footpath around site will need to be maintained (during construction/after completion). This may affect building position.

Page 58



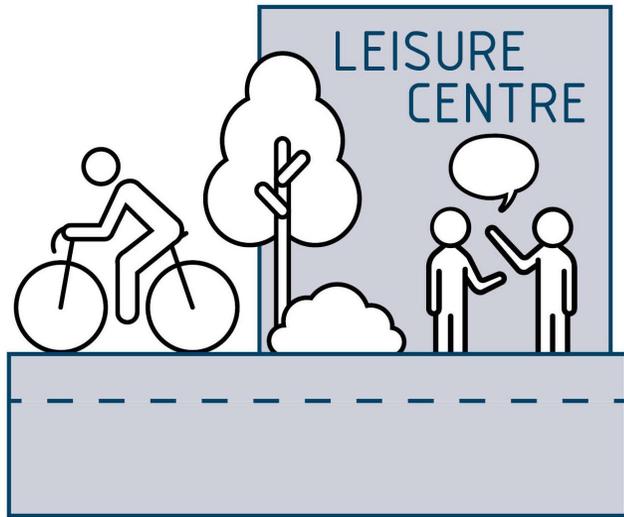
The Development Proposal.

The Development Proposal.

3.1 Key Themes

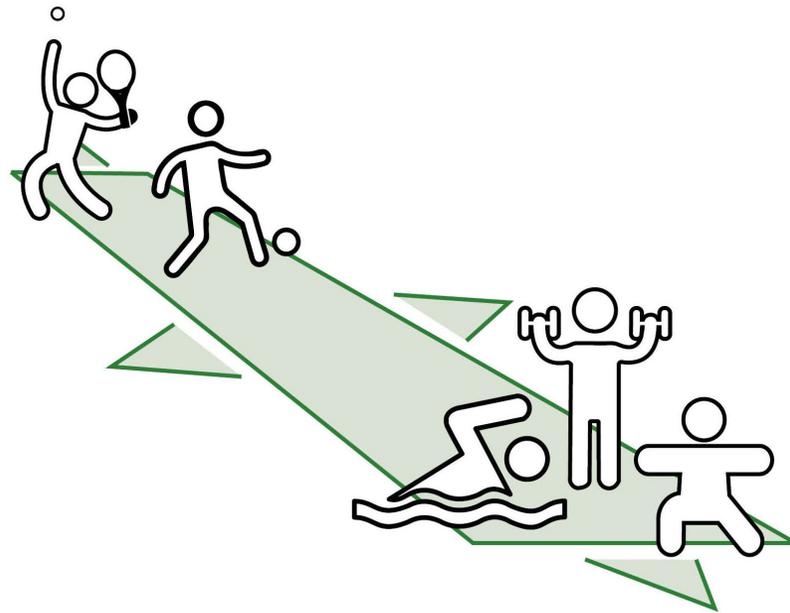
Page 60

Activating the Street:



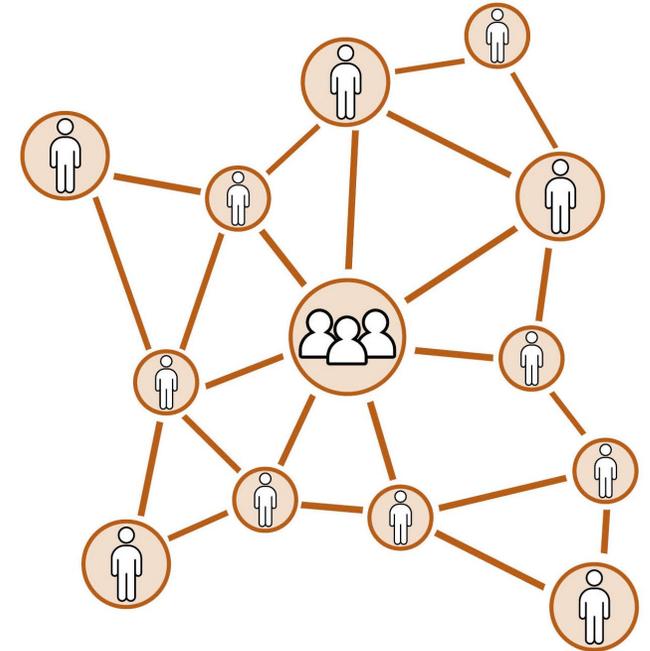
The new proposal should aim to activate the street by promoting sustainable travel, creating street frontage and boosting visibility of the scheme.

Extending the 'active spine':



The new proposal will be positioned at the end on an 'active spine' connecting new leisure functions the existing sporting facilities adjacent to site.

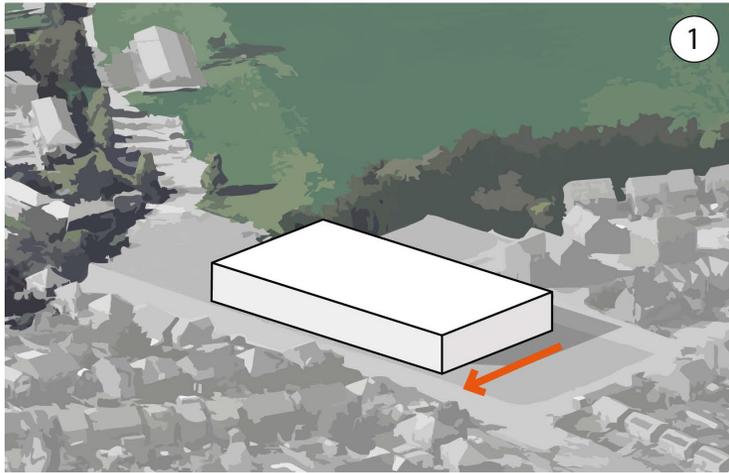
Keeping Community at the Core:



The new proposal should aim to continue community functions that are enjoyed in the existing centre, and ensure that it functions not only as a leisure centre, but as a community hub.

The Development Proposal.

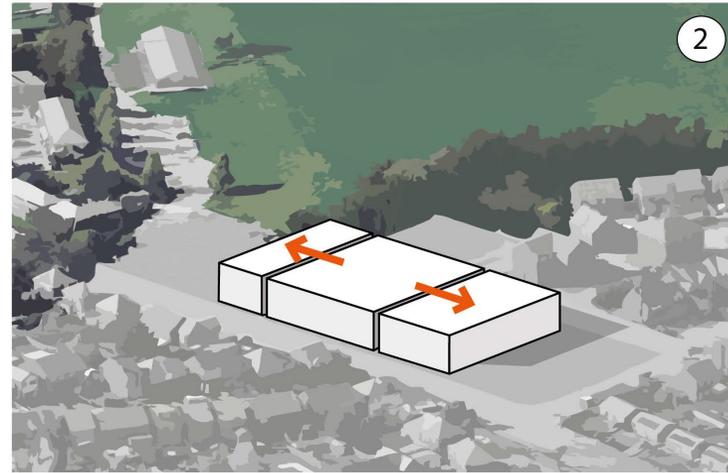
3.2 Strategic Moves



1

Positioning the new proposal on site

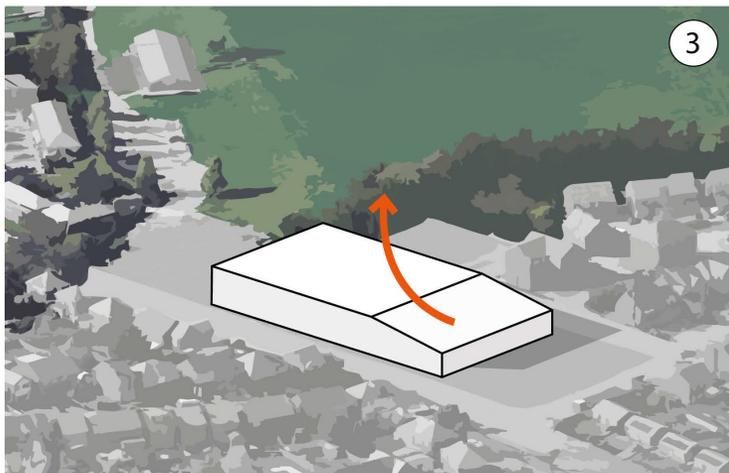
The proposal was moved closer to the front of the site than the existing building, to activate the street. It also creates a vehicular access around the back of the proposal, to connect the car parks.



2

Splitting the mass

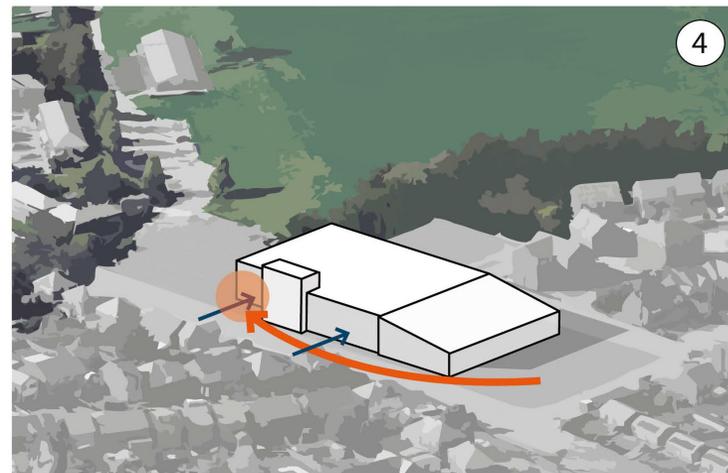
The mass was "split" into three zones. Zoning has been driven by the internal facilities and will inform the elevational treatment externally.



3

Pitching the roof

The roof was pitched, linking to the theme of extending the 'active spine'. This is also in response to the residential properties surrounding the building, to be mindful of right to light.



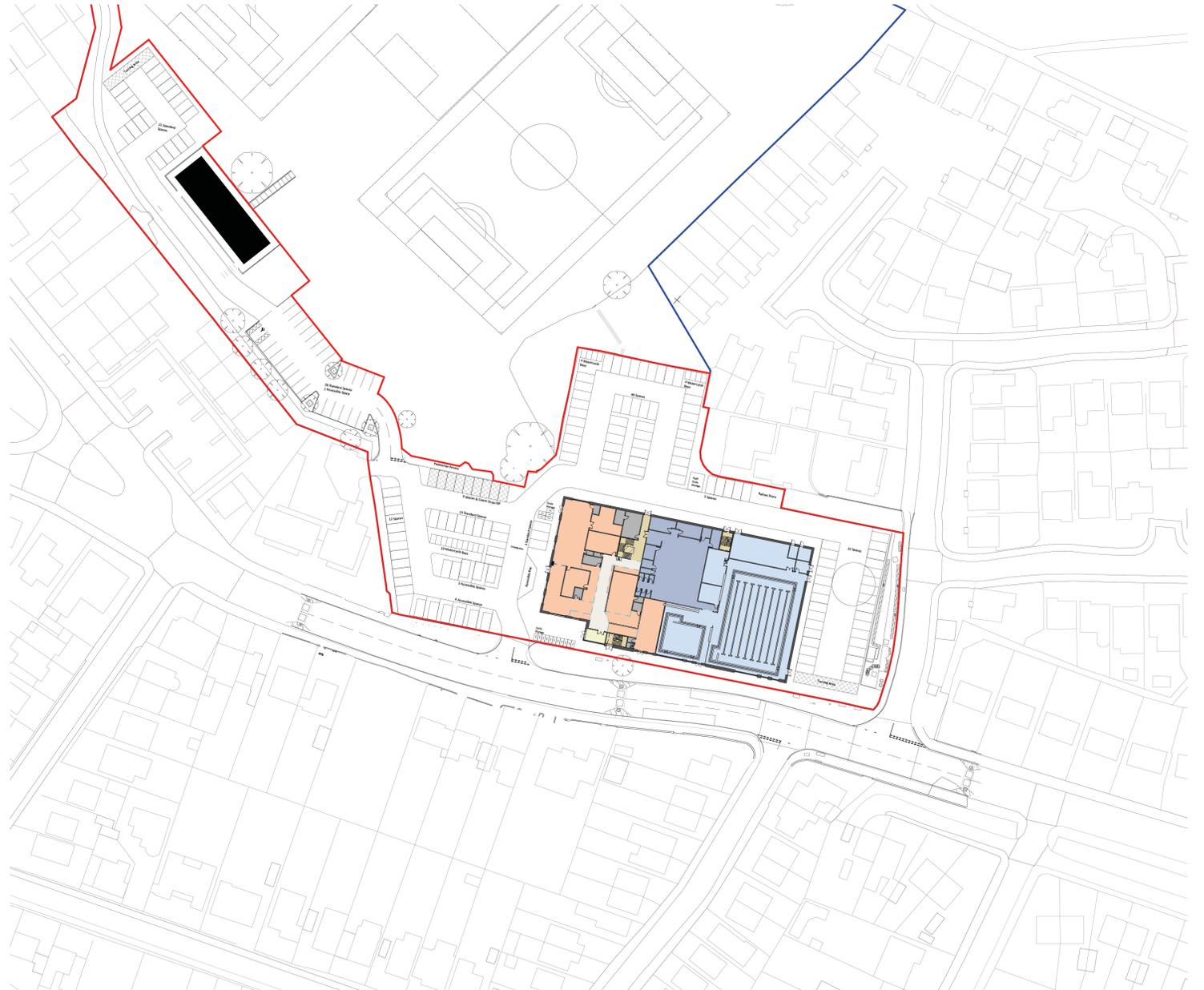
4

Drawing people around the building

A tower, reflecting the historical, industrial precedents, acts as way finding and draws people round to the entrance area. The building is set back here too, to create a destination entrance, and the facade is also set back in set places; this highlights the tower and emphasises the idea of creating a landmark building.

The Development Proposal.

3.3 Proposed Site Plan



The Development Proposal.

3.4 Proposed Ground Floor Plan

Page 63



The Development Proposal.

3.5 Proposed First Floor Plan

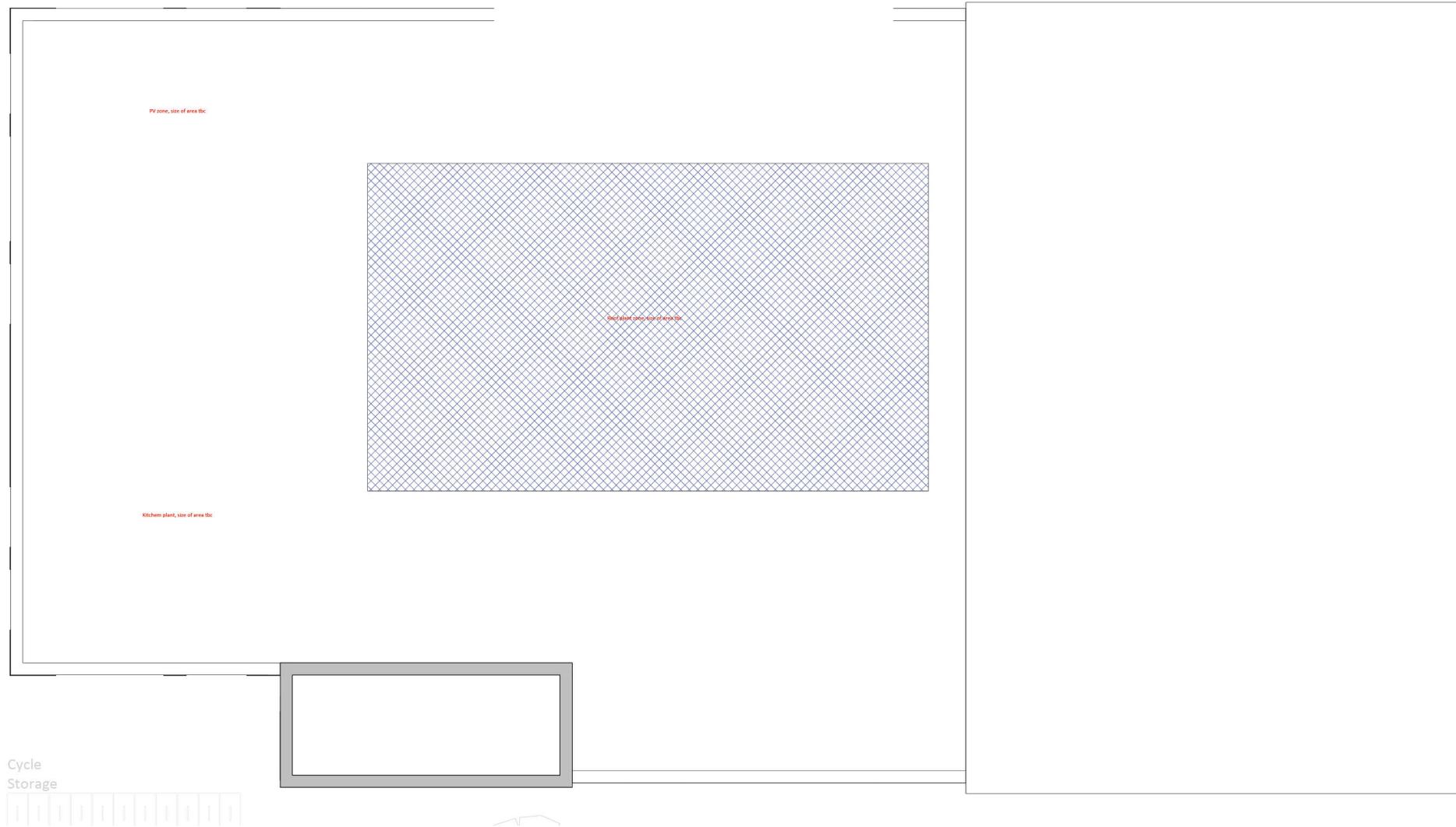
Page 64



The Development Proposal.

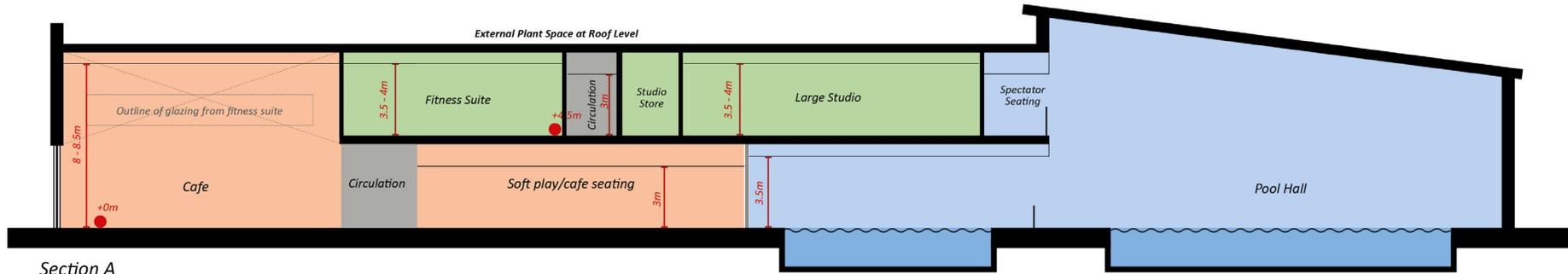
3.6 Proposed Roof Plan

Page 65



The Development Proposal.

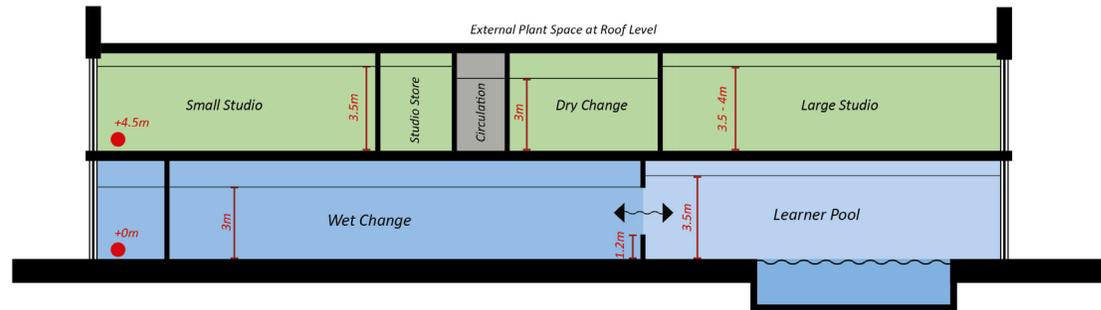
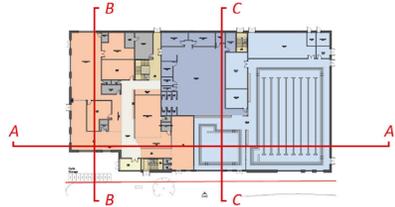
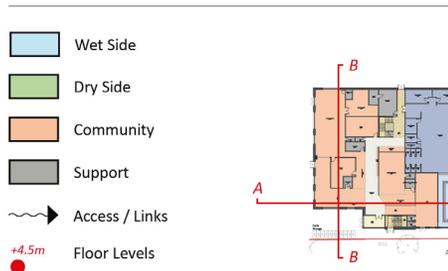
3.7 Proposed Sections



Section A



Section B

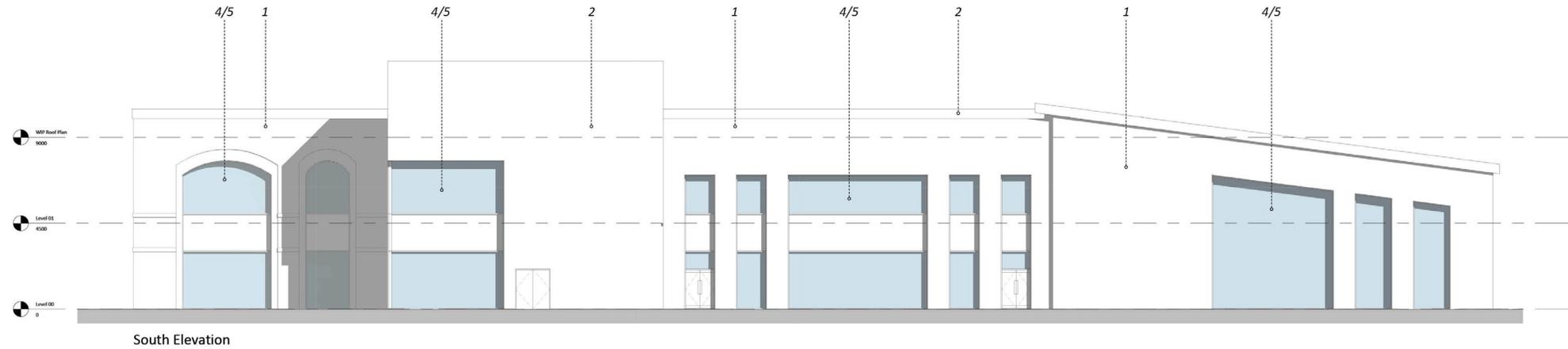


Section C

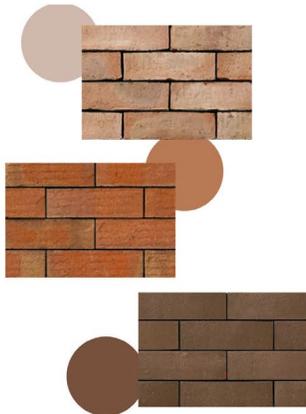
Note: Sections are indicative and not to scale.

The Development Proposal.

3.8 Proposed South Elevation



Page 67



1. Brickwork

**Note: Elevations sketch principals only. To be further refined in stage 3.*



**2. Primary Cladding/
Capping Material**

**Note: Indicative material only.*



**3. Secondary Cladding
Material**

**Note: Indicative material only.*



**4. Curtain Walling/
Glazing**

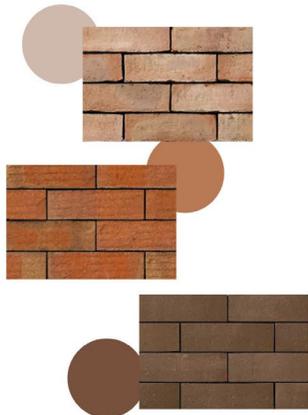
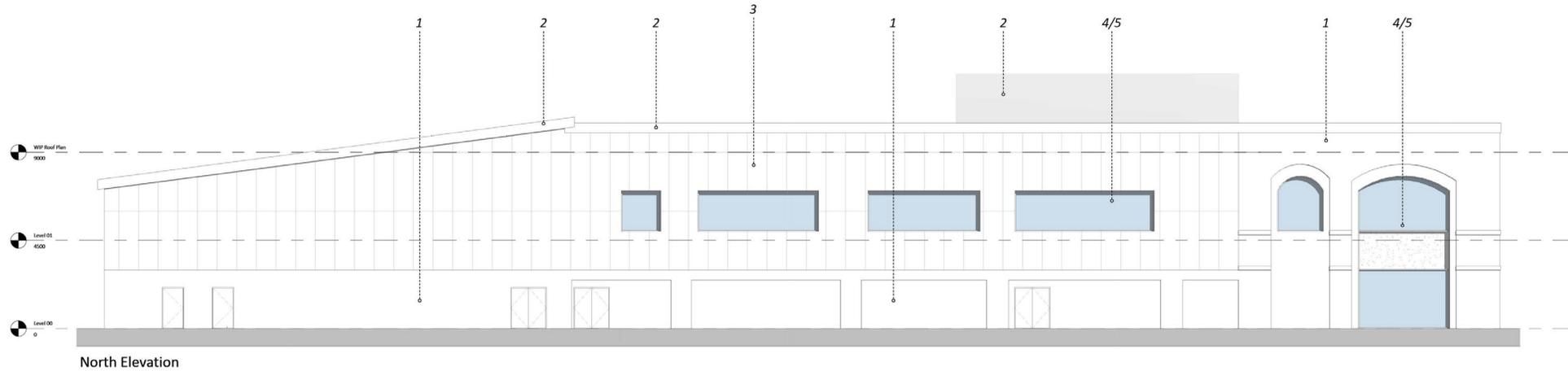


5. Solar Shading

The Development Proposal.

3.9 Proposed North Elevation

Page 68



1. Brickwork

**Note: Elevations sketch principals only. To be further refined in stage 3.*



**2. Primary Cladding/
Capping Material**

**Note: Indicative material only.*



**3. Secondary Cladding
Material**

**Note: Indicative material only.*



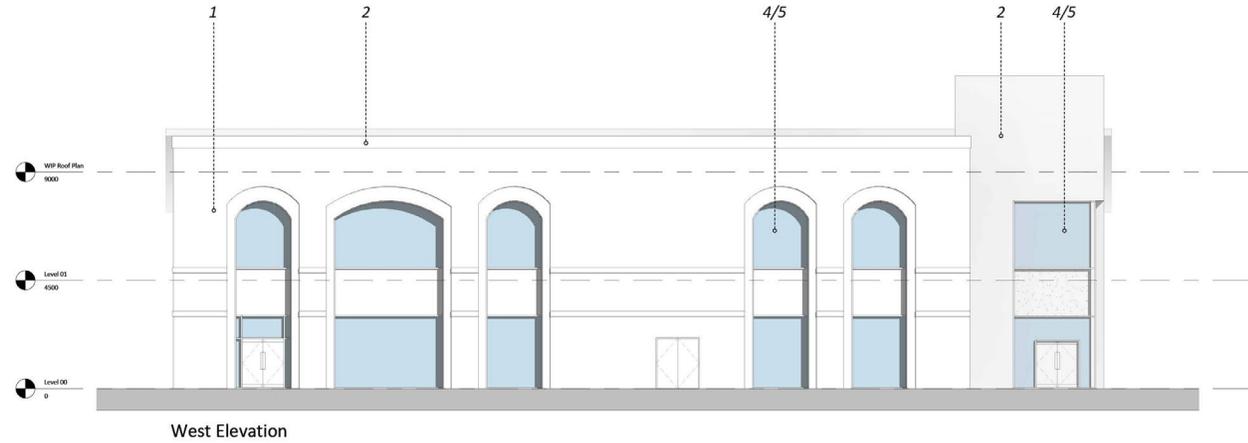
**4. Curtain Walling/
Glazing**



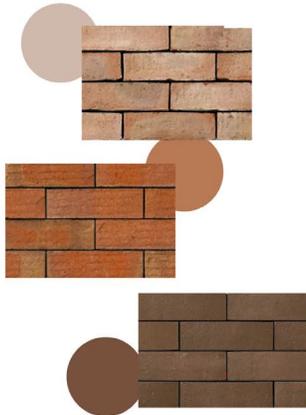
5. Solar Shading

The Development Proposal.

3.10 Proposed West Elevation



Page 69



1. Brickwork

**Note: Elevations sketch principals only. To be further refined in stage 3.*



**2. Primary Cladding/
Capping Material**

**Note: Indicative material only.*



**3. Secondary Cladding
Material**

**Note: Indicative material only.*



**4. Curtain Walling/
Glazing**

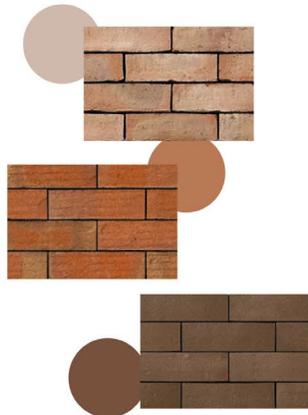
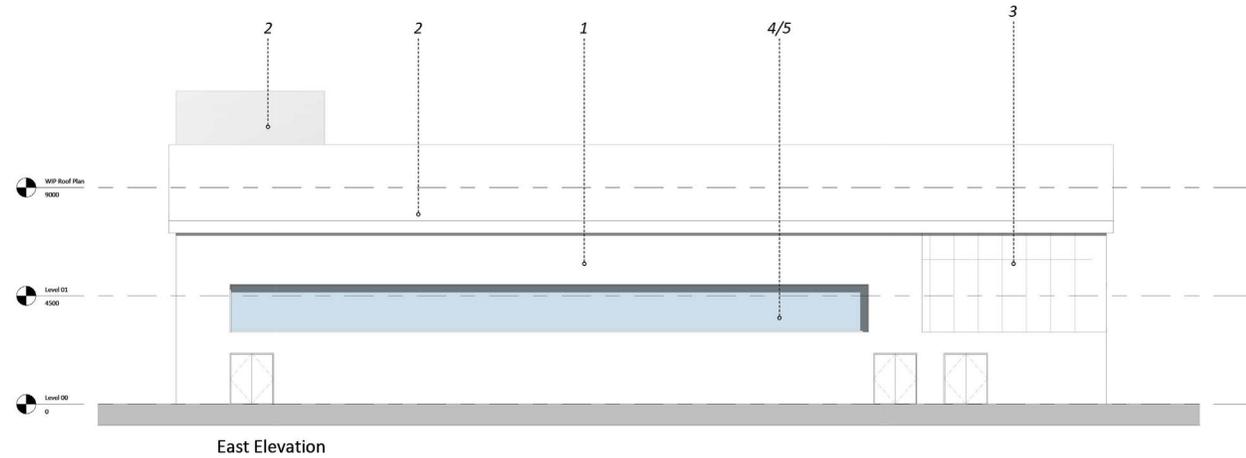


5. Solar Shading

The Development Proposal.

3.11 Proposed West Elevation

Page 70



1. Brickwork

**Note: Elevations sketch principals only. To be further refined in stage 3.*



**2. Primary Cladding/
Capping Material**

**Note: Indicative material only.*



**3. Secondary Cladding
Material**

**Note: Indicative material only.*



**4. Curtain Walling/
Glazing**



5. Solar Shading

The Development Proposal.

3.12 Assessment of Indoor Bowls Provision

As part of the feasibility work for the proposed new build leisure centre, the option of incorporating an indoor bowls facility has been carefully considered. Current user feedback highlights a clear appreciation for bowls provision within the community, with particular interest in a modern, accessible indoor environment that could support both casual and competitive play. In response to this feedback, three potential options were explored: the inclusion of either a 3-rink bowls hall, a 4-rink bowls hall or a larger 6-rink bowls hall as part of the overall development.

While each option would offer social and health benefits and help broaden the centre's appeal to a wider age range, their inclusion presents significant challenges. The construction costs associated with delivering an indoor bowls hall on this site are substantial, particularly given the specialist building requirements such as clear spans, high ceilings, and environmental controls. When assessed alongside the overall project budget, the addition of a 3-rink, 4-rink or 6-rink facility would result in a level of cost that would render the scheme unaffordable and place the wider development at financial risk.

In addition to cost considerations, the physical constraints of the site have been a key factor. The available land area limits the scale of development that can be accommodated without compromising functionality or accessibility. Incorporating a bowls hall of any size would require a significantly larger footprint, which would either exceed the developable area or necessitate the removal or reduction of other essential elements of the leisure centre. This would likely result in the omission of key facilities such as the swimming pool or gym, which are regarded as core components of the centre and are supported by the strongest levels of user demand.

For these reasons, despite the recognition of the value that an indoor bowls facility could bring, the option has been discounted at this stage. The focus of the project will therefore remain on delivering a balanced, affordable, and sustainable leisure centre that prioritises high-demand facilities and maximises benefit for the widest range of users within the constraints of the site and available funding.

RIBA 2 Planning and Surveys.

Planning and Surveys.

4.1 Summary

Overview

Universal has completed a number of surveys during RIBA Stage 2 to de-risk the project, and to develop the information required to submit the planning application. The Survey reports are included in Appendix B.

Planning

Planning consultants DPP have been engaged to manage the Planning process. They have recently made an application for a pre-app meeting with the Planners to discuss the works in more detail. The Planners will confirm validation requirements for the Planning Application, including any surveys, which will then be instructed.

Background Noise Monitoring Survey

A background noise monitoring survey has been instructed to record existing background levels. The data from this will be used to produce a Noise Assessment which will inform the building and MEP design, including any attenuation and / or screening measures. The acoustician has visited the site and is waiting for the right weather conditions before installing the recording equipment on the roof.

Topographical Survey and Below Ground Utility Scan

A topographical survey was completed across the site to record site features and levels. This information has been used by the wider design team to develop the proposals.

At the same time, a point cloud survey of the Richard Herrod Centre building elevations was completed, allowing a set of existing building elevations to be produced.

This survey also recorded the heights of surrounding residential buildings. The information from this was used to confirm that there would not be any “overlooking” issues presented from the proposed leisure centre building.

The utility scan was completed across the site using below ground detection and tracing equipment, including ground penetrating radar. The results were overlaid onto the topographical plans and highlights where below ground services are present.

Utility record drawings were also obtained from all major utility / infrastructure companies and these cross referenced with the utility scan information.

Drainage positions, details, levels, types and sizes were also recorded and shown on the drawing.

Drainage CCTV Survey

A drainage CCTV survey has been undertaken to record the condition of existing drainage. A jetter was brought to site to clear debris and blockages where possible. A revisit to site has been planned to complete the survey in the Highway, as heavy rain at the time of the previous survey flooded the drainage.

Planning and Surveys.

4.2 Summary

Preliminary Ecological Assessment

A preliminary ecological assessment, daytime bat walkover and baseline Biodiversity Impact Assessment (BIA) was completed to the site areas, including the Richard Herrod Centre and the football pavilion.

Generally, the observations were typical and did not present any major considerations. However, the existing centre does present a high risk of bat roosting potential and therefore a number of bat emergence surveys will be required. 3 nr. are required and these must be completed a minimum of two weeks apart and undertaken between May and September. Following the results of these surveys, we will need to apply for a licence to work on the building (or demolish it) which can take up to 30 working days and will include a number of conditions / mitigation measures. One of these may be that work can not commence until after September. We are in discussions with the ecologist to understand if there is any way to reduce this process. We are reviewing any impact this could have on the Enabling Works or main Construction Phase Programme – early indications show it would have a minimal impact.

The BIA involves inputting baseline data for existing habits to calculate the site's baseline biodiversity value which can be used to inform the development design. Further surveys will be required and the BNG developed following the development of the design and landscaping proposals.

Arboricultural Survey

The Site is not located in a Conservation Area and no trees included in the survey are protected by a Tree Preservation Order (TPO).

The majority of trees on Site were recoded as low quality (Category C) with the majority of these being small individual trees and hedgerows. Occasional moderate quality (Category B) trees were located primarily around the southern section of the field area, with the mature poplar to the far north of the Site being the most significant tree included in the survey.

The proposed development will require the removal of a number of individual trees and five hedgerows, and will potentially have an impact on the roots, stems and canopies of retained trees and hedgerows unless suitable protection measures are put in place.

Planning and Surveys.

4.3 Summary

Ground Investigations – Phase 1 and 2

A Phase 1 Desktop Study is being completed to review historical land use, geology, hydrogeology, mining records, and environmental sensitivity to establish baseline risks.

The Phase 2 Intrusive Ground Investigations commenced on Monday 19th January 2026 and include:

- 2 nr. rotary cored boreholes to 10m bgl to establish the depth and quality of bedrock, obtain core samples for testing, and confirm the hydrogeological regime at depth.
- 1 day of window sampling to obtain soil samples for geotechnical and environmental testing, and to characterise near-surface conditions.
- 2 nr. soakaway pits will be formed by machine excavated trial pits dug to a max depth of 2m. The BRE 365 test involves filling the holes with water and subsequent monitoring of the change in water level by the engineer.
- Geotechnical in-site testing - to provide data on strength, density and stiffness parameters for design.
- Monitoring – Post intrusive works, monitoring of the installed boreholes will be undertaken to record ground gas and water levels undertaken in accordance with current guidance to establish

representative conditions and assess risk.

- Geotechnical and Geo-environmental Laboratory Testing – classification, strength, compressibility, contamination screening and leachability testing, as appropriate.
- Interpretative Phase 2 Ground Investigation Report – including risk assessments, foundation and substructure recommendations, and advice on earthworks, excavation stability and groundwater management.

Post Demolition

It is anticipated that some post demolition ground investigation may be required to further characterise ground risk and support planning discharge. At this stage we have allowed for the following:

- Sampling of up to 10 locations by Hexa Engineer from machine excavated trial pits for contamination and preliminary waste assessment
- Letter report

Planning and Surveys.

4.4 Summary

Traffic and Highways

Our transport consultant has been liaising with the design team to provide transport planning advice. They have produced a Transport Scoping Document which has been submitted to the Local Highways Authority in advance of a pre-app meeting.

They have completed a baseline study looking at the use of the existing and proposed building, opening hours, typical bookings, vehicle entrances, pedestrian access, parking provisions, cycling facilities, local transport network, Traffic Regulation Orders (TROs), Active Travel Routes and public rights of way, public transport facilities and routes, overall connectivity, road safety patterns.

They have engaged with Gedling Southbank FC and Carlton Forum Leisure Centre to understand their parking requirements and impacts on transport.

They have completed an assessment of the proposed development, using the layouts and accommodation schedule, staffing levels, access arrangements, servicing and refuse collection, parking arrangements, and GBC parking standards.

A Travel Plan will be prepared for the Planning Submission.

Traffic and Parking Surveys are being completed, including, surveys of the three Carlton Forum Leisure Centre Car Parks, the car parks surround the Richard

Herrod Centre, including surveys on a Sunday when a football match is on.

The findings of the traffic surveys and outcome of the Highways pre-app meeting will influence aspects of the building design including parking provision, access and servicing arrangements, and may result in further surveys being requested.

Page 77

Capital Investment Summary.

Capital Investment Summary.

5.1 RIBA 2 Capital Cost Estimate

The current projected overall capital cost for the RIBA Stage 2 scheme is **£29,998,353**. The cost plan for the construction costs has been developed by Universal Group and then ALS has incorporated the solutions, FF&E, project management and other such costs to identify the full capital investment required to deliver this project. The breakdown of costs are as follows:

- Construction total = **£26,830,308.10**.
- Fit out Costs (FF&E) = **£790,000**.
- Delivery fees = **£991,600**.
- Client held contingency = **£1,341,515**. **(Please note if the contingency is not spent this is a saving to the project.**

Works are programmed to commence on site in December 2026. An allowance for construction cost inflation through to completion, from the start date of December 2026 is included at 6%. The allowance is built up from predicted BCIS Tender price inflation market conditions.

This has been reduced The overall Gross Internal Floor Area (GIFA) for the new building is 4,424m², and provision of approximately 160 new car parking spaces. This will include a provision for EV spaces, with a specific number to be defined through planning.

During the next stage of design development, consideration will be given to the following key elements, to realise potential savings to the construction cost:

- External cladding materials;
- The extent of external works and parking requirements; and
- Internal finishes.

INDICATIVE CAPITAL INVESTMENT SUMMARY - RIBA 2			
Carlton Health Hub Project			
REF	SITE	RIBA 2	Comments
1	Demolition and Site Enabling	£ 445,000.00	
2	Externals	£ 1,804,000.00	
3	Construction cost based on GIFA of 4424	£ 17,965,750.00	
4	Additional Abnormal Conditions Allowance		
5	Prelims	£ 2,635,000.00	
6	Fees and Surveys	£ 2,281,615.00	
7	Construction Contingency	£ 879,597.77	
8	OH&P	£ 819,345.33	
CONSTRUCTION SUB-TOTAL		£ 26,830,308.10	
FIXTURES and FITTINGS (FFE not in Contractor Proposals)			
9	Please refer to the FF&E spreadsheet	£ 790,000	
EQUIPMENT TOTAL		£ 790,000	
PROJECT MANAGEMENT and DELIVERY FEES			
10	Project Management Fees (inc. Contract Administrator and QS)	£ 433,400	
11	Principal Designer Fee BR	£ 58,215	
12	Principal Designer Fee CDM	£ 43,850	
13	Alliance Leisure Fees	£ 414,305	
14	Business Case	£ 41,830	Already Instructed
PROJECT DELIVERY FEES TOTAL		£ 991,600	
15	CLIENT CONTINGENCY - Risk 5%	£ 1,341,515	
16	CLIENT CONTINGENCY - Client Change	£ -	
17	MARKET CONDITIONS - Inflation Beyond Base Costing Period (Based on 6%)	Incl.	
RISK TOTAL		£ 1,341,515	
18	UK LEISURE FRAMEWORK (UKLF) - Access Fee	£ 44,930	
TOTAL PROJECT COSTS		£ 29,998,353	
ALL EXCLUDING VAT - Based on Standard ALS Contract Documentation			

Capital Investment Summary.

5.2 RIBA 2 Below the Line

During the RIBA Stage 2 design process, the design team have been asked to investigate the possibility of utilising extra car park space around the existing sports pavilion (Gedling Southbank FC). The costs for these works are currently shown below the line, as at this stage it is unclear whether the additional spaces would be required. In RIBA Stage 3, this will be further explored to fully understand the benefits against the increased capital cost.

Page 79



OPTIONAL WORKS SUMMARY (Provisional)		OPTIONAL WORKS COST CONSIDERATIONS	
OPTIONAL EXTENDED SCOPE INCLUSIONS			
A	Additional Car Parking to Pavillion Area	£	459,262
B	Professional Fees for the above car parking (Prov Sum)	£	16,993
OPTIONAL WORKS COST CONSIDERATIONS		£	476,255
ALL EXCLUDING VAT - Based on Standard ALS Contract Documentation			

Capital Investment Summary.

5.3 Max Associates Business Case affordability

The key points and options have been summarised below based on the Max Associates Business Case.

Key Assumptions:

PWLB borrowing rates:

- Borrowing over a 25-year term: £1 million = c.£75k annual cost
- Borrowing over a 50-year term: £1 million = c.£55k annual cost

According to the Max business plan you will see a surplus in Year 5 (including pitch) of c.£254k

This currently includes the 3G pitch, however. If you remove the pitch and 3G sinking fund (c.£27k), the remaining usable surplus is c.£200k

The adjacent table is taken from the Max business plan. The scheme is now based on Option 3.

	Option1	Option 2	Option 3	Option 4
	Excl. Bowls & Adv Play	Bowls Only	Adv. Play Only	Incl. Bowls & Adv. Play
Income	£2,656,007	£2,769,290	£2,833,820	£2,953,352
Expenditure	£2,280,165	£2,437,935	£2,377,139	£2,532,307
Central Costs	£175,869	£175,869	£175,869	£175,869
Surplus	£199,974	£155,486	£280,812	£245,177
3G Sinking Fund	£27,000	£27,000	£27,000	£27,000
Total Surplus	£172,974	£128,486	£253,812	£218,177
2024/25 CF & RH Subsidy	-£540,322	-£540,322	-£540,322	-£540,322
Potential Improvement	£713,295	£668,808	£794,134	£758,499

If the circa £60k is subtracted for the pitch from the £794k scenario (Option 3) then this will establish the funding capacity.

Indicative PWLB Funding Capacity:

Using the c.£734k surplus:

- Borrowing over a 25-year term: funds c.£9.78 million
- Borrowing over a 50-year term: funds c.£13.35 million

Page 81

FF&E

FF&E.

6.1 FF&E Stage 2 Overview

A high-level breakdown of Furniture, Fixings and Equipment (FF&E) has been developed during RIBA Stage 2 to include details around proposed supplier, supporting notes, category of responsibility and associated costs for all areas within the new leisure centre.

As of RIBA Stage 2, the projected FF&E (Furniture, Fixtures, and Equipment) costs to be procured through Alliance Leisure is **c.£790k (excluding VAT)**. This figure includes a 10% allowance for inflation and contingency to account for potential market fluctuations.

Key Inclusions:

- £225,000 – Fitness / Studio Equipment (provisional sum) – Potential to lease
- £90,000 Wellness Equipment - – Potential to lease
- £150,000 – Soft Play structure
- £92,000 Internal / External Signage (provisional sum)
- £90,000 – Kitchen Equipment (provisional sum)
- £40,000 – loose furniture (provisional sum)
- £70,000 – AV (provisional sum)

Note – all values quoted are net of VAT

During RIBA Stage 3 & 4, these costs will undergo further refinement, ensuring they remain accurate and aligned with the project requirements. This process will include conducting soft market testing for specific product categories, such as loose furniture and signage, fitness equipment to validate pricing, quality, and supplier suitability.

At the appropriate stage , it may be necessary to invoice for deposits on FF&E prior to install to ensure manufacturing slots are allocated to fit with programme, and pre-ordering of materials to minimise inflation costs.

Cat 1 - Contractor Supply & Install (for review Stage 4)
Cat 2 - Alliance Supply and Install (within contract period)
Cat 3 - Operator Supply & Install (within contract period)
Cat 4 - Operator Supply & Install (outside contract period)

Cat 1 - Contractor Supply & Install (for review Stage 4)	Note: It may be necessary to invoice for deposits on FF&E prior to installation to ensure manufacturing slots are allocated to fit with programme and to manage inflation. Note: Where denotes Operator, this refers to the Client (Council or Council appointed operator)
Cat 2 - Alliance Supply and Install (within contract period)	
Cat 3 - Operator Supply & Install (within contract period)	
Cat 4 - Operator Supply & Install (outside contract period)	

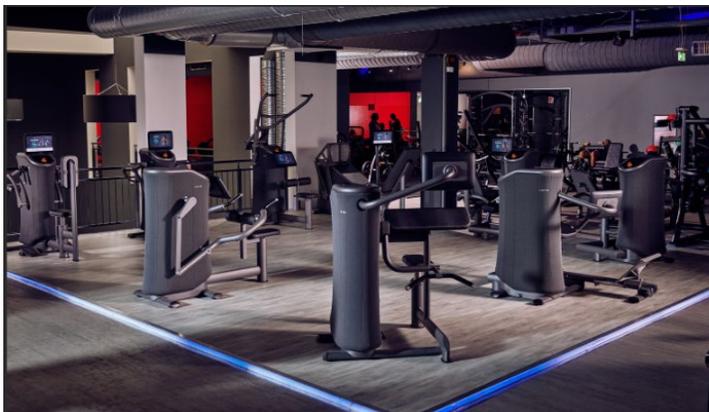
Ref	Item	Cat 1	Cat 2	Cat 3	Cat 4	Fixed/Loose	Budget RIBA 1B Rev 1	Document Reference	Comments
1.0	GENERAL								
	Fire Fighting Equipment (Council Provision)					L	£ -		Client contract and surveys to be arranged
	Elec Chairs					L	£ -		Client contract and surveys to be arranged
	Internal 'Wayto' Signage					F	£ 45,000.00		
	Internal Branding Signage					F	£ 50,000.00		
	Emergency Escape (Lit signage) & Stabtry Signage					F	£ -		

FF&E.

6.2 Pulse Fitness & E Gym Gym Design

ALS has engaged with the incumbent fitness equipment supplier Pulse Fitness & E Gym to provide an outline concept gym design; this is based on the below initial block plan and will be sent to the operational team once available to be refined further. This does not commit the Local Authority to use Pulse for the project, but just to help give an idea of potential layout and costs at this stage.

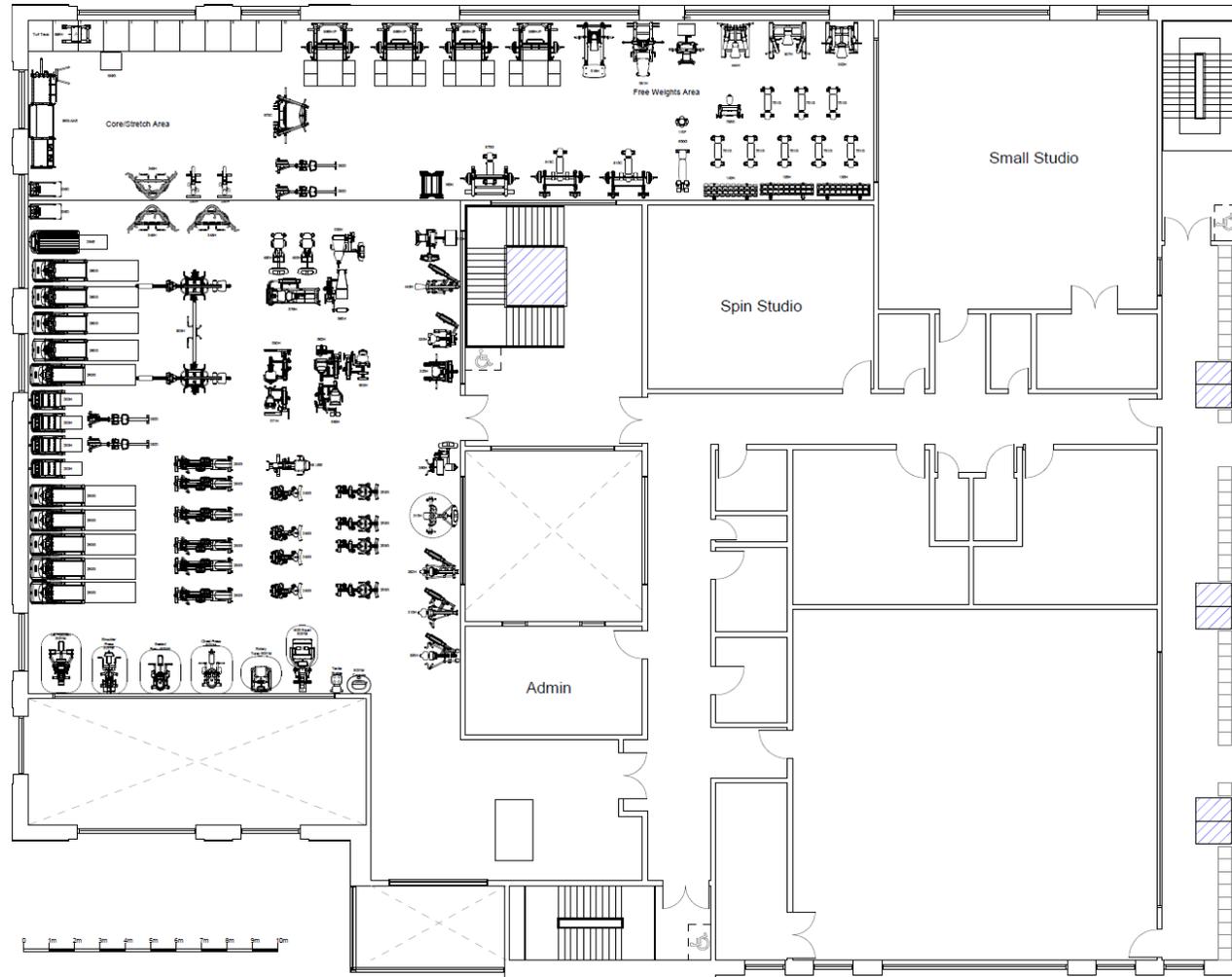
Page 83



FF&E.

6.3 Pulse Fitness & E Gym Gym Design

Page 84



Proposed Cardio Kit	Count
200H - Stepmill	4
206D - Indoor Ski Trainer	2
230H - AirBike	2
240G - U-Cycle – Upright Cycle	4
250G - R-Cycle – Recumbent Cycle	4
260G - Run - Low Impact Elevation Treadmill	10
264E-AAA Curved Slat Treadmill	1
280G - X-Train – Elliptical Cross-Trainer	6
292D-AAA Indoor Rower	4
Hitt UBE	1

Proposed Plate Loaded Kit	Count
302H-AAI Shoulder Press	1
307H - Chest Press	1
444H - Seated Row	1
516H - Hack Squat Including Shoulder Pads	1
527H - Calf	1
581H - 45-Degree Leg Press	1
645D - Hip Thrust	1

Proposed Functional Kit	Count
199G - 0.25 - 3 Plyo Boxes Set	1
896H - Prowler Sled	1
960I-AAE-005 - Pulse Functional Rig	1

Proposed Strength Kit	Count
305H - Shoulder Press	1
310H - Chest Press	1
315H - Rear Deltoid-Pec Fly	1
325H - Assisted Chin and Dip	1
335H - Lateral Deltoid	1
348H - Dual Multi Pulley	3
360H - Arm Curl-Tricep Extension	1
382H - Seated Lat. Pulldown	1
449H - Seated Row - Converging Axis-Independent Arm	1
495H - Abductor-Adductor	2
510H - (Selectonised) Hip Thrust	1
530H - Seated Calf	1
555H - Leg Extension-Seated Leg Curl	1
560H - Leg Extension	1
562H - Seated Leg Curl	1
565H - Prone Leg Curl	1
571H - Glute	1
576H - Seated Leg Press	1
600H - Abdominal	1
908H - Eight-Station	1

Proposed EGYM Kit	Count
Chest Press - EGYM	1
EGYM Console	1
Lat.Pulldown - EGYM	1
M20 Squat - EGYM	1
Rotary Torso - EGYM	1
Seated Row - EGYM	1
Shoulder Press - EGYM	1

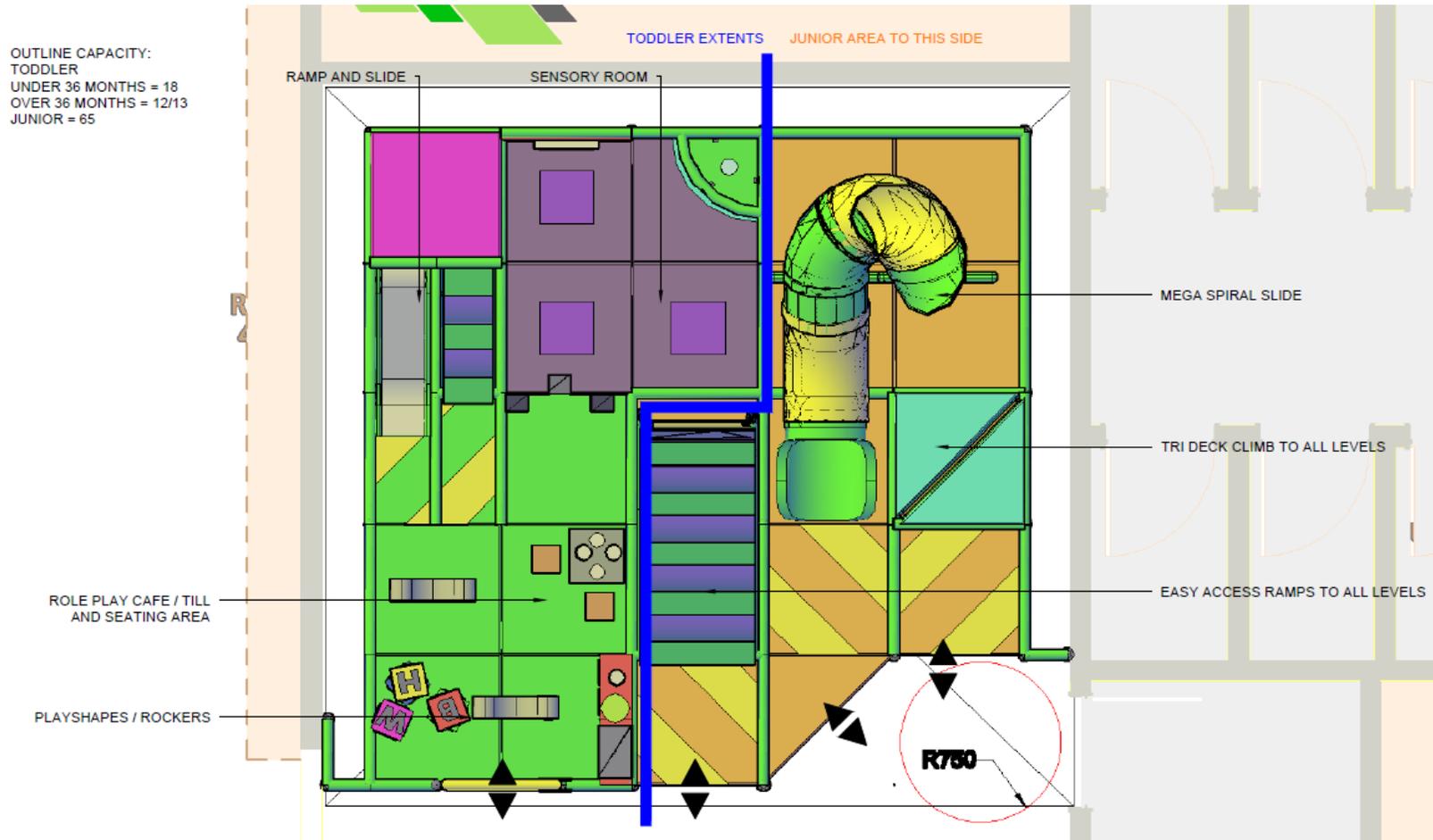
Proposed Free Weights Kit	Count
115F - 1 – 10kg Rubber Covered Hex. Dumbbell Set	1
135H - 2.5 – 25kg Rubber Covered Dumbbell Set	2
140H - 27.5 – 50kg Rubber Covered Dumbbell Set	1
160H - 10 – 35kg Rubber Covered Barbell Set	1
650G - Adjustable Abdominal Decline Bench	1
751G - Adjustable Incline Bench	8
785G - Preacher Curl Bench	1
815C - Olympic 4 in 1 Rack	2
866H - Half Rack+Integrated Platform	4
870C - Multi-Functional Trainer Rack	1
875G - Counterbalanced Smith Machine	1

FF&E.

6.4 Adventure Soft Play

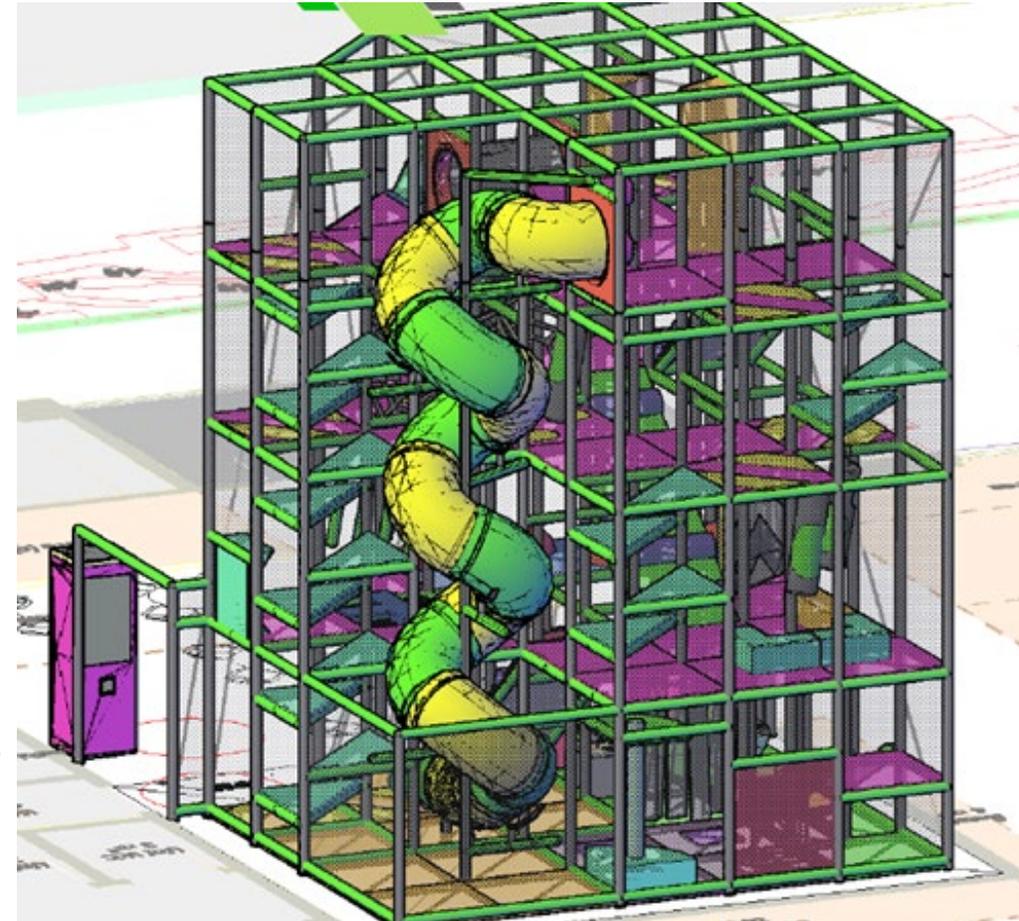
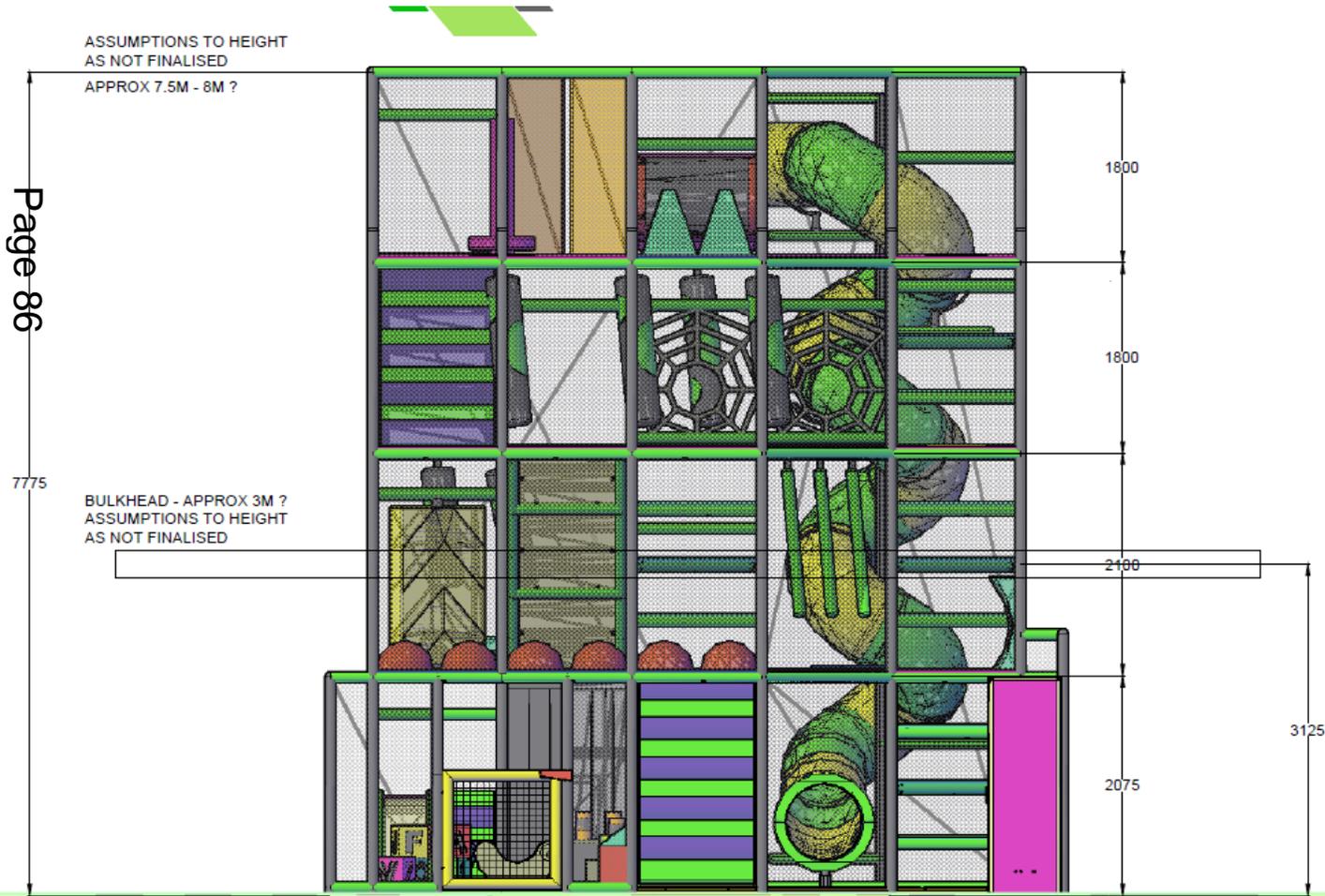
A high-level 2D & 3D design has been developed by Play Revolution

Page 85



FF&E.

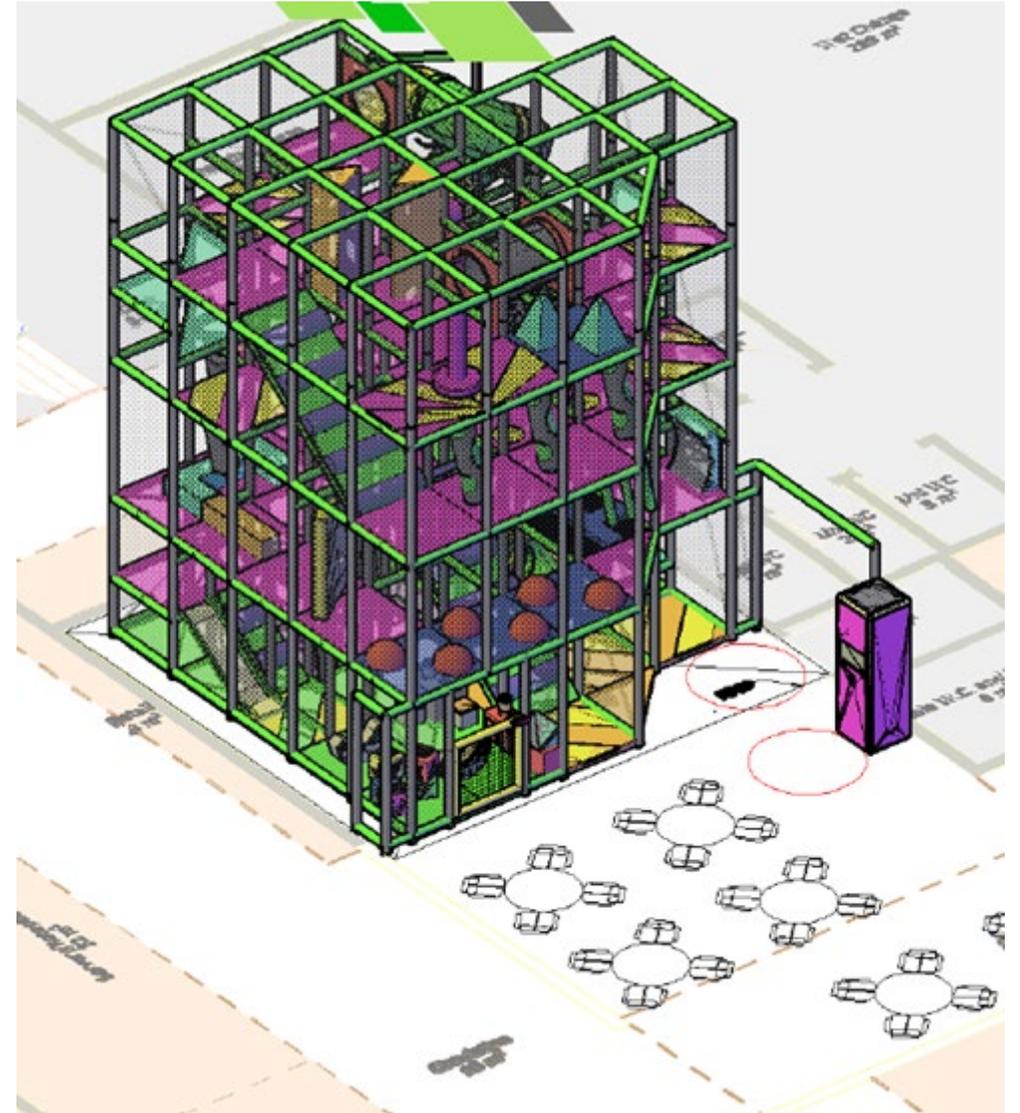
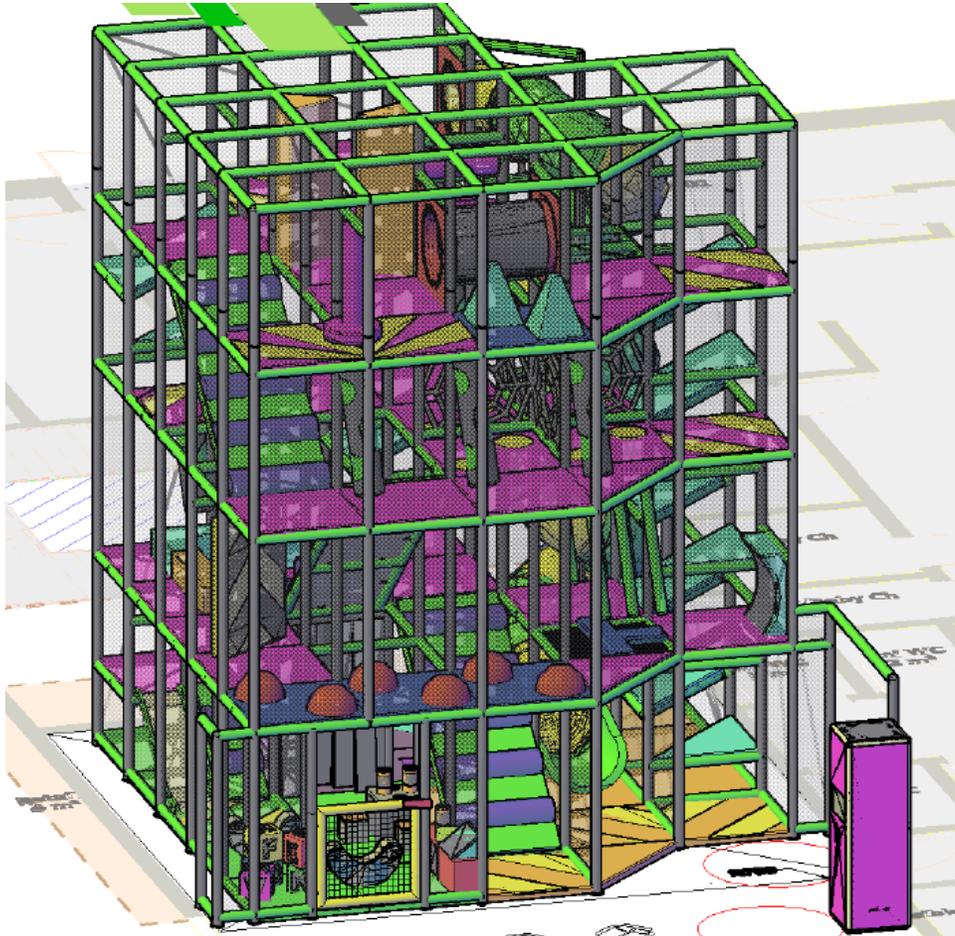
6.4.1 Adventure Soft Play



FF&E.

6.4.2 Adventure Soft Play

Page 87



FF&E.

6.5 Proposed Innerva Wellness Room

Innerva is a UK designer and manufacturer of power assisted active ageing equipment, which brings hundreds of new members to facilities:

- The over 55s – the active ageing market.
- People living with disabilities, poor mobility or long-term health conditions.
- Rehabilitation and therapy solution.
- Anyone who feels intimidated by a traditional ‘gym’ environment and wants to try a different and fun way to exercise.

What we know:

- Adults with long-term health conditions are twice as likely to be inactive as those without. About 40% of adults with long-term health conditions report being inactive, compared to 20% of the general adult population
- 69% of adults with long-term conditions express a desire to be more active, common barriers include physical discomfort, lack of energy, and limited access to tailored opportunities

- Physical inactivity costs the UK economy £20 billion annually. Addressing inactivity in people with long-term conditions could significantly reduce healthcare

Demographic Information

- Between 2011 & 2021, people aged 65 years and over in Gedling has increased by 20.4% costs and improve quality of life
- 120,179 people live in Gedling
- 15,498 people live in the direct area surrounding the centre
- 21.7% of the population are in fair health or below
- 17.3% are registered as disabled
- 35.1% of households are a one-person household
- In Gedling 28.1% of the over 65s are inactive
- In Gedling 26.3% of the population are registered as disabled or have a long-term physical/mental health condition. 71% of these people advise that they are limited a little or a lot by their long-term health condition or disability

Demand and Membership

There are 33,355 potential Innerva users within a 10-minute drive time & 59,585 potential Innerva users within a 10–15-minute drive time of the existing Richard Herrod Centre, with a high proportion of groups who have more disposable time and income to spend on fitness solutions.

Attracting 400 standalone members to a new centre in Carlton would generate 120k revenue per annum, based on a £25 per month price point, and 144k revenue at a £30 per month price point.

The full Innerva business plan is identified in Appendix D

FF&E.

6.5.1 Proposed Innerva Wellness Room

Page 89



67 Average age of Innerva user

70% of Innerva users say they can move better

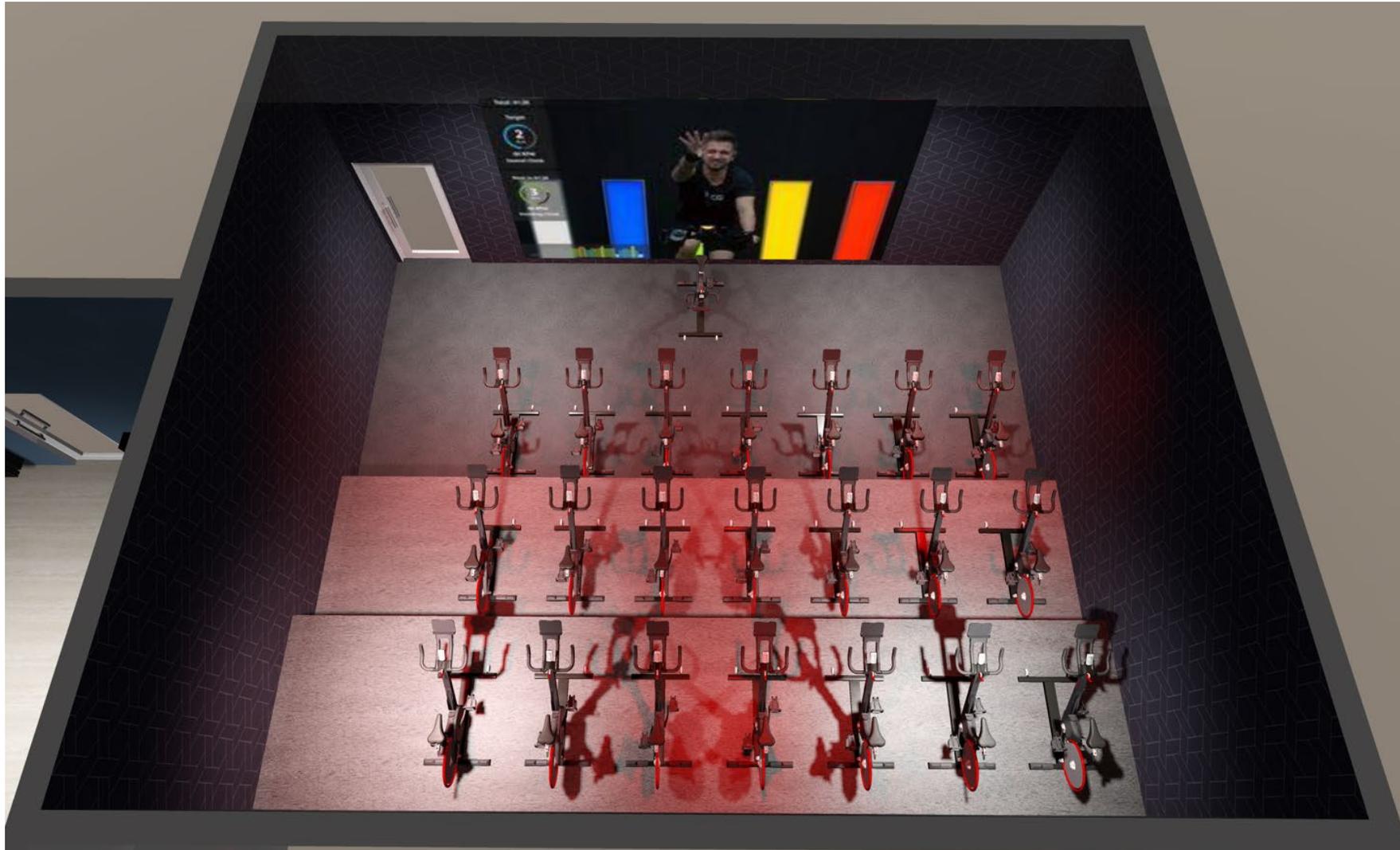
75% of Innerva users visit 3+ times a week

90% of users reported improved mental health

innerva
together in motion

FF&E.

6.6 Group Cycle Studio



FF&E.

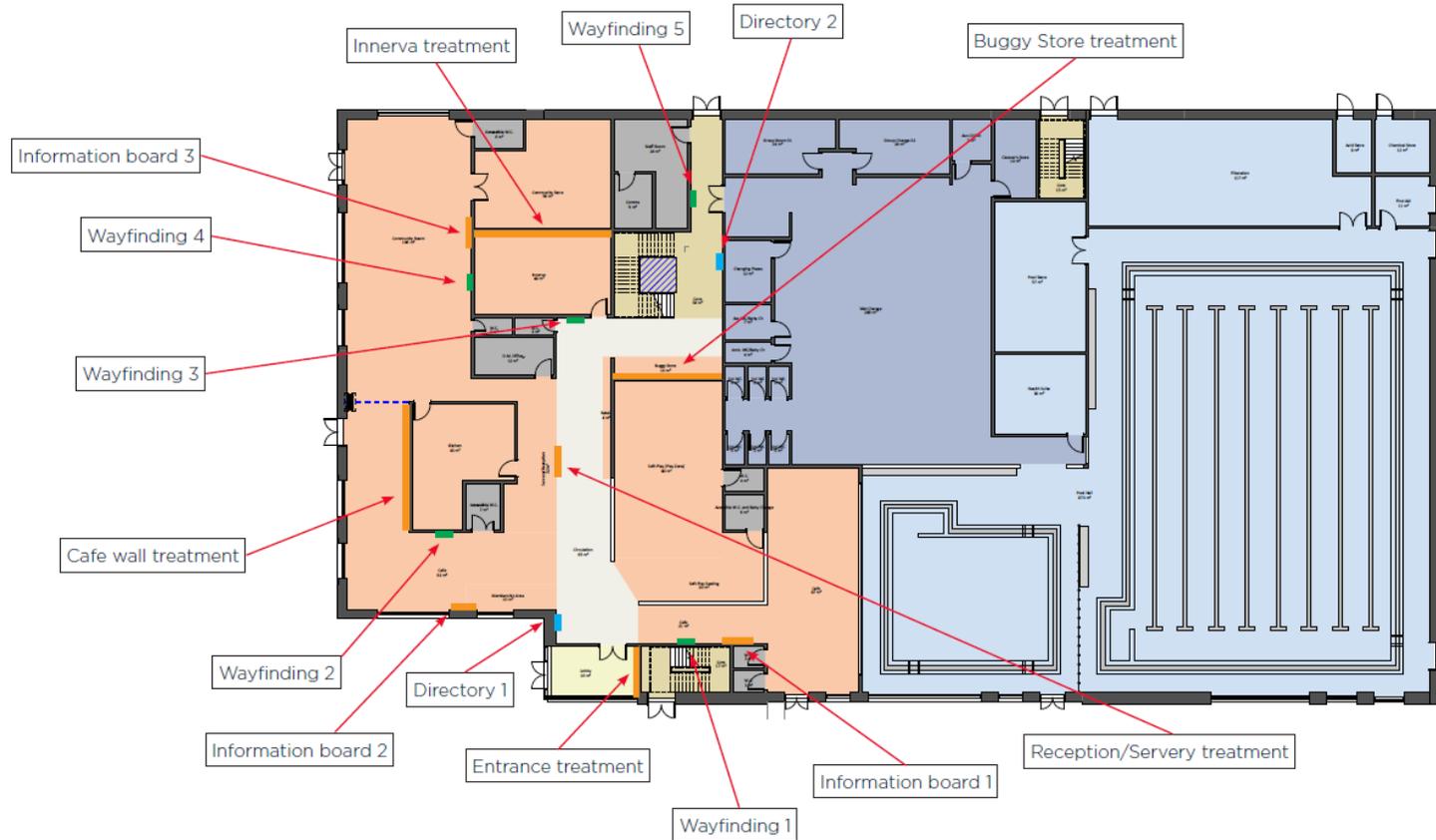
6.7 Proposed Signage Locations

Flareform have proposed potential locations for the internal signage and wall graphic treatment for the leisure centre

Floor Plans | Ground Floor

Key:

- External Signage
- Wayfinding
- Signage
- Directory



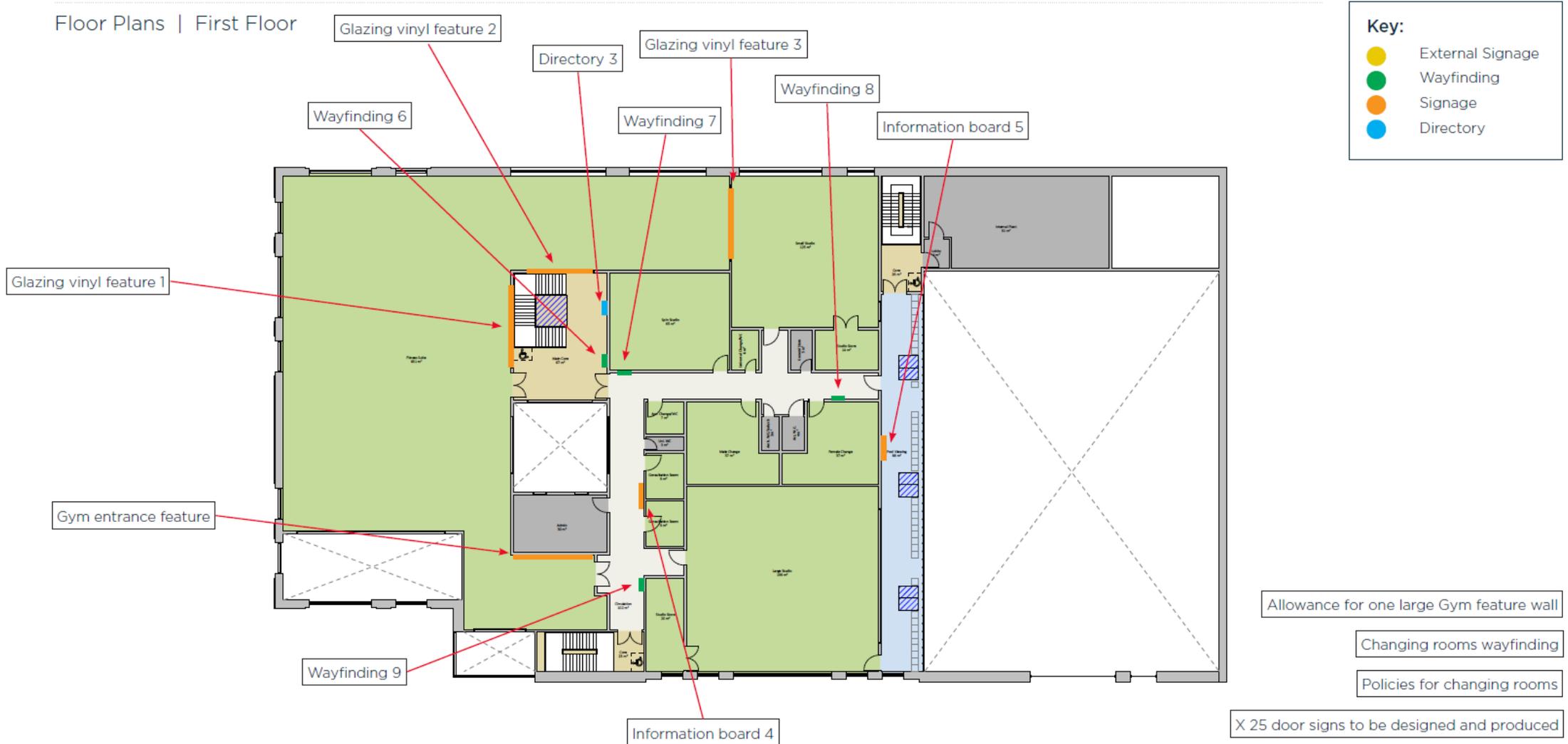
Page 91

Changing rooms wayfinding
Policies for changing rooms
X 40 door signs to be designed and produced

FF&E.

6.7.1 Proposed Signage Locations

Floor Plans | First Floor



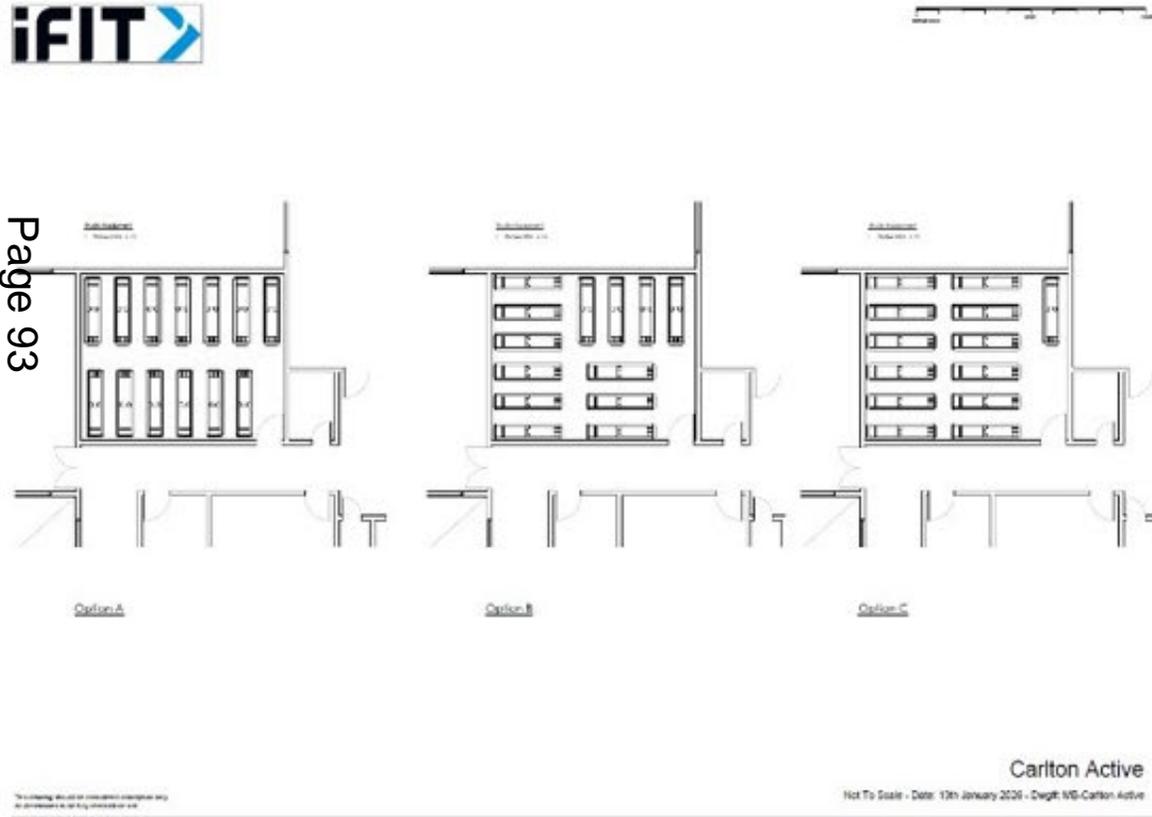
FF&E.

6.8 Alternative Reformer Pilates studio option

This option isn't currently included within the scheme but can be explored in lieu of another fit out for a studio. Indicative prices £60k+



Page 93



Cost Implications & Design Development.

Cost Implications & Design Development.

7.1 Options for cost reduction

RIBA Stage 2 Re-design

In line with previous discussions with GBC, Universal has undertaken an initial review of potential design development options aimed at reducing the overall capital cost of construction. The options outlined in Section 7.2 (refer to next page) are intended to illustrate areas of the current design where amendments could be made, together with an indication of the potential cost savings associated with each option.

These options are not exhaustive and are presented for information purposes only. The options identified focus on more fundamental changes to the building that could be made to reduce the overall capital cost. Should it be deemed necessary to pursue this approach, this would require a re-visit of the RIBA Stage 2 design, as such changes would necessitate reconsideration of the overall design strategy for the facility, including the implications for the structural and mechanical and electrical (M&E) design.

The following impacts would therefore need to be investigated and clearly defined in advance of the commencement of RIBA Stage 3:

- **Programme implications** – a further period of RIBA Stage 2 re-design would be required; and
- **Professional team fees** – there is currently no allowance within the programme for the wider design team to re-visit the RIBA Stage 2 design. As such, once a revised project budget is confirmed, the associated fees and programme implications for this work would need to be clearly defined and agreed.

Value Engineering

There are a number of additional value engineering (VE) opportunities that could be explored including rationalising the size and configuration of certain spaces, should more modest cost reductions be required.

If this approach is determined to be appropriate, a structured value engineering and design development process will be undertaken at the commencement of RIBA Stage 3, once a fixed project budget has been confirmed by the Council. This will enable the design team to clearly understand the available budget allocation and to develop the scheme accordingly.

As part of this process, a dedicated workshop will be held at the outset of RIBA Stage 3, involving GBC, Alliance Leisure, Universal and the wider design team, to review the available options, agree priorities, and ensure the developing design is aligned with the Council's budget and operational requirements.

Cost Implications & Design Development.

7.2 Options for cost reduction

Options for Cost Reduction

<u>Description</u>	<u>Approx Cost</u>	<u>Area (Building reduction)</u>
1) Reduce size of Pool from 8 Lane to 6 Lane - 120m2 reduction (Includes Pool and Pool Surround Area)	£ 540,000.00	120
2) Omit community room 146m2 + Community Room Store 46m2 + Accessible WC 4m2	£ 784,000.00	196
3) Omit Small Studio 125m2 + Studio Store 14m2	£ 556,000.00	139
4) Reduce the size of the 1st floor fitness suite (631m2 down to 500m2)	£ 524,000.00	131
	£ 2,404,000.00	586.00

Project management.

Project management

8.1 Introduction, project programme and surveys

Introduction

This section includes an overview of the key project management functions that have been developed in Stage 2.

Programme

Universal have prepared a detailed estimated programme, which shows a start on site in December 2026.

Universal have at this stage explored the potential for an enabling works package to commence in September 2026. This is shown on the project programme presented within this report. However, it should be noted at this stage, that the enabling works does require further investigation and at this stage the overall construction duration has not been decreased to reflect enabling works.

A copy of the programme is included in Appendix B.

There is a limited amount of contingency built into the programme, and it relies on quick decision making and approvals at key project stages. It also requires GBC to avoid making material changes to the brief during Stage 3 design above what is agreed at the outset.

Key elements of the design that will impact the detailed

programming will be the results of the site investigation and discussions with statutory utilities on new supplies required to the site and diversions / adjustments to existing services. Depending on what becomes apparent in these areas, the programme may increase or decrease.

The programme should therefore be seen as a target programme, and GBC may want to allow some further programme contingency when reporting dates publicly. Further detail can be reviewed and added at the end of Stage 3, once soft market testing has been completed with key sub-contractors.

The programme is also based on the following assumptions:

- The design will continue seamlessly at end of the current stage;
- The Leisure Management Contract for the new centre is procured in parallel with the design and pricing of the capital works, such that the financial position of both can be reported to the same Cabinet meeting for approval;
- The consultant team 'hits the ground running' and doesn't have to revisit the Stage 2 design work;
- Completion of key stages are linked to planned GBC

approval / cabinet dates;

- Design is progressed in parallel with the determination of the planning application;
- The operator is able to fit out the building in four weeks and holds test events for four weeks prior to opening; and
- The design is progressed to a Stage 4a level of design pre-contract.

Surveys

Copies of the surveys completed on the site thus far are included in Appendix B. Further surveys are due to be completed during Stage 3 and additional reports from surveys carried out at the end of 2025 are due to be issued shortly. The results of these surveys will be included in the Stage 3 report and will ultimately inform the design and cost plan at the next stage.

Project Programme.

8.2 Pre Construction Programme

	Date
RIBA Stage 2 completes	29 th January 2026
Cabinet Approval	19 th February 2026
RIBA Stage 3 commences	23 rd February 2026
RIBA Stage 3 completes	June 2026
Planning period	7 th May 2026 – August 2026
RIBA Stage 4 commences	21 st May 2026
Proposed enabling works (incl. demolition) commences	21 st September 2026
Contractor proposals submitted / RIBA 4 completes	25 th September 2026
Internal governance and approvals	2 nd November 2026 – 6 th November 2026
Main contract execution	9 th November 2026
Contractor mobilisation	4 weeks
Start on site	7 th December 2026

Risk Analysis.

8.3 Key risk overview

A detailed risk register has been prepared and is included in Appendix B. The register has been prepared based on our understanding of the critical objectives for the project.

The table opposite outlines 10 key risks included in the register. The register does not seek to report on every risk on the project, on the premise that it will not be used as a tool for managing risk if it is too unwieldy. The top ten key risks will be updated as the project progresses, as risks drop away, risk are transferred to other parties or new ones become apparent.

The full risk register in Appendix B identifies risks and states the probability of occurrence, the likely extent of impact on cost or programme, and the owner (the entity best placed to manage each risk). The risk register also outlines where risks have been or can be mitigated in the future, to reduce GBC’s exposure.

The risk register should be used in future phases to identify risks to enable the risk to be managed by the risk owner, mitigated and transferred to the contractor wherever possible. Due to the nature of some risks and the cost premium to transfer the risk to the contractor, some risks will need to be retained and managed by GBC.

The risk register should be updated regularly as the design development progresses, during tender stage and post-contract during the construction phase.

Page 100

	Risk title	Description	Proposed mitigation
1	Budget adequacy	Risk of approved budget not being adequate to build a building that meets the Client’s design brief.	1. ALS and Universal have devised the project budget using benchmarked costs from existing leisure projects that are currently being delivered on site and have been delivered historically. This is to be tested against the Stage 3 design to ensure it marries the business case capital expenditure expectations. 2. The Design Brief has been developed and refined to give greater certainty of build areas.
2	Contingency	Contingency insufficient to cover all client risks arising throughout the project.	1. Contingency has been set at a level that is sensible for this stage of a project. The allowance will be reviewed and adjusted to reflect the design development that has taken place in Stage 2 design and following the findings of surveys that will be issued early in Stage 3.
3	Inflation	Inflation experienced on project costs is greater than expected.	1. Construction market inflation is currently very high. A specific inflation contingency allowance is included in the budget. 2. An allowance for inflation has been included in the cost plan. This reflects local market conditions in the north west.
4	Political influence	Politicians continue to influence design well into Stage 3 and beyond, resulting in late changes to the design that impact programme and cost.	1. During Stage 3, members should only be consulted on items that are still being developed, e.g. finishes, etc. they should not be allowed to reconsider the key facilities and areas associated with them.
5	Statutory utilities	Infrastructure requires upgrading to provide services to the new building.	1. As the building is located adjacent key roads and infrastructure, hopefully this risk will be minimal. 2. Quotations have been requested from Utilities, on water, gas, electricity plus establishing Telecoms routes to site.
6	Existing user groups and clubs	Objections to new centre, political issues in resolving matters.	1. Meetings with user groups. 2. Further consultation with public and user groups to be completed in advance of the planning application being submitted.
7	Resource	Resource moves on from the Client or ALS team resulting in knowledge leakage from the project.	1. A detailed end of stage report has been written so that new members of the team can get up to speed quickly. 2. We will start to use an extranet in Stage 3 for the design team so that all project information can be stored in a central location. 3. Stage reports are to be formally signed off by the project board to ensure "lines in the sand" are drawn regularly.
8	Approvals	Client team delays approval of the design at key stages.	1. Approval periods have been included in the programme. These periods run in parallel with the design progressing.
9	Ground conditions	Ground conditions are poor, requiring onerous sub-structure works.	1. Phase 1 site investigation complete. 2. Phase 2 works are to be completed during Stage 3 design.
10	Exceptionally adverse weather	Exceptionally adverse weather delays the project and provides an opportunity for the contractor to claim an extension of time.	1. Maximise off site construction, and limit wet trades, to ensure less pressure on programme.

Principal Designer CDM / BSA.

CDM Summary.

9.1 Greenwood Projects



Introduction

Greenwood Projects have been appointed to undertake the role of Principal Designer and will be working in accordance with the Construction (Design & Management) Regulations 2015 (CDM 2015) which applies to all construction work including new build, refurbishment, alterations, conversions, repair, upkeep, maintenance and demolition, regardless of size and duration of the project.

The multi-use facility will be built on the site of the existing Richard Herrod Centre in a mainly residential and commercial area.

The proposed centre will include an 8-lane swimming pool and teaching pool, a 100-station gym and assisted exercise suite, studios, community rooms, a café, and a soft play centre.

The site for the proposed building is off Foxhill Road, in the borough of Gedling, North East of the City of Nottingham.

The new centre would replace both the Richard Herrod Centre and also Carlton Forum Leisure Centre. To deliver the new leisure and community facilities in the most cost-effective way possible and due to area restriction on site, the existing Richard Herrod Centre will be closed and demolished as part of the enabling works before the construction of the new centre will begin.

Existing residential buildings are in close proximity of the site as well as the Mencap Valley Care Home and green space used by the Gedling Southbank FC.

CDM Compliance

Clients are required by law to meet several obligations to ensure health and safety on construction projects is maintained.

Where there is likely to be more than one contractor working on a project at any one time, the client must appoint in writing a Principal Designer. The Principal Designer must plan, manage and monitor matters relating to health and safety during the pre-construction phase to ensure that, so far as is reasonably practicable, the project is carried out without risks to health or safety.

To demonstrate control, monitoring, planning and management over the pre-construction phase, Greenwood Projects have undertaken the duties noted below that are required in the Design & Planning Stage which are applicable to RIBA Stage 2. These will be developed as the project progresses in RIBA Stages 3 & 4 together with further duties which will be carried out for RIBA Stages 5, 6 and 7.

Design & Planning: RIBA Stages 2

- Check that the management arrangements for managing the project are being maintained [Reg 4 (3)]
- Plan, manage and monitor the health & safety aspects of the pre-construction phase of the project and co-ordinate health & safety matters [Reg 11 (1)]
- Engage with the designers throughout the design phase and ensure they comply with their duties [Reg 11 (2)(3)(4)]
- Participate in design review and co-ordination meetings [Reg 11 (2)(3)(4)]
- Establish a design risk register for the project [Reg 11 (2)(3)(4)]
- Co-ordinate all designers and ensure that information flows freely [Reg 11 (1)]
- Ensure that the designers comply with their duties [Reg 11 (4)]
- Develop the pre-construction information and incorporate information relating to precautions to deal with residual risks
- Provide advice during the design phase on health & safety matters

CDM Summary.

9.1.1 Greenwood Projects

Co-operation and Communication

The development of the proposed design is progressing, and design parties are communicating with each other on a regular basis. Design Team Meetings are also being held and minutes circulated to maintain a flow of information between the parties.

Design Risk Management

Drawings, documents and surveys produced to date have been reviewed. A CDM Design Risk Register is also being produced in order to identify hazards, to eliminate them or to determine control measures required to reduce the risks associated with the hazards. Design Risk Assessments will also be reviewed as the design develops.

Issues currently under consideration are: -

- Risk associated with water tank on site in close proximity to the new built - Easement condition to be confirmed.
- Lateral drain running under the site – Easement to be considered.
- Ground contamination assessment - to be carried out
- Existing live underground services
- Working near empty open pool tank areas
- Working in the pool hall near/over water
- Adjacent land uses sensitive to vibration, noise and dust
- Working in close proximity to the public
- Maintaining access to Care Home and Football Club
- Public footpath around the site to be maintained
- Maintenance criteria for completed building
- Working on a confined site



The above items will be reviewed with the full team as the design develops to minimise all design risks. Further project issues will be considered and included as the design develops.

HSE Notification

The project is notifiable under CDM Regulation. An F10 Notification will be submitted to HSE at the appropriate time.

BSA Summary.

9.2 Safer Sphere



Our Scope of Service Delivery

We are currently only appointed for RIBA Stage 2

Key Activities and Deliverables

Building Regulations Principal Designer

Our Principal Designer/ Advisor service fulfils the statutory Principal Designer duties under The Building Regulations 2010 as amended by The Building Regulations, etc. (Amendment) (England) Regulations 2023.

The services will include the following key activities and deliverables:

RIBA Stage 1, 2, 3, 4

- Develop a Designer Brief outlining a structured approach to achieving design work compliance.
- Advise the Client on their duties under Building Regulations 11A-11D.
- Define the compliance parameters for the project.
- Facilitate up to two design compliance coordination workshops per design stage to

ensure alignment with regulations.

- Assign specific compliance responsibilities to each Designer for preparing and submitting the required compliance statements.
- Identify and interpret relevant building regulations, including Schedule 1 and any other applicable requirements.
- Establish a detailed schedule of Designers' statements to demonstrate compliance with all relevant regulations.
- Review, monitor, and provide advice on each Designer's compliance statement and associated design documents.
- Provide the Client with a monthly progress report detailing compliance activities, risks, and mitigation measures.
- Assess and document changes to each Designer's compliance statement and ensure updates are accurately reflected in project records.
- Participate in up to two online design team meetings per month as a scheduled agenda item.

- Identify and assess risks related to Designer competence and their ability to fulfil regulatory duties.
- Update project trackers, schedules, and documentation to reflect design progress and compliance status.
- Identify and manage design compliance risks, collaborating with the design team to reach consensus on compliance matters.
- Attend one project progress meeting per month to address compliance-related matters.
- Upon completion of our appointment, issue a statement confirming that we have fulfilled the duties of a Principal Designer under Part 2A of the Building Regulations.
- Within 28 days of the end of our appointment, provide a statement of duties explaining the arrangements made to fulfil the responsibilities of a Principal Designer under Regulation 11M.

BSA Summary.

9.2.1 Safer Sphere



RIBA Stage 5, 6

- Advise the Client on their duties under Building Regulations 11A-11D.
- Identify and interpret relevant building regulations, including Schedule 1 and any other applicable requirements.
- Review, monitor, and provide advice on each Designer's compliance statement and associated design documents.
- Provide the Client with a monthly progress report detailing compliance activities, risks, and mitigation measures.
- Assess and document changes to each Designer's compliance statement and ensure updates are accurately reflected in project records.
- Participate in up to two online design team meetings per month as a scheduled agenda item.
- Identify and assess risks related to Designer competence and their ability to fulfil regulatory duties.

- Liaise with the Principal Contractor regarding design work compliance.
- Facilitate a construction-phase design compliance coordination workshop with the Principal Contractor.
- Update project trackers, schedules, and documentation to reflect design progress and compliance status.
- Identify and manage design compliance risks, collaborating with the design team to reach consensus on compliance matters.
- Attend one project progress meeting per month to address compliance-related matters.
- Upon completion of our appointment, issue a statement confirming that we have fulfilled the duties of a Principal Designer under Part 2A of the Building Regulations.
- Within 28 days of the end of our appointment, provide a statement of duties explaining the arrangements made to fulfil the responsibilities of a Principal Designer under Regulation .11M

- We can only fulfil the legal duties of a Building Regulations Principal Designer (BRPD) during the period of our formal appointment. If a BRPD is not appointed at any time during the design phase, the client must fulfil the legal duties of the role.
- If we are not appointed at the start of the design phase and there has been no previous BRPD activity, our service will backtrack to the start of the design phase. In undertaking backtrack activities, we are advising and supporting the client in fulfilling the duties of the BRPD. We are BRPD Advisor for those stages, not the duty holder.

Social Value.

Social Value

10.1 Social Value

Page 107

A Local Needs Analysis has been carried out by Universal Group to support the development social value opportunities.

It aligns with Leisure Transform Program (24-26) and Procurement Strategy (25-27) ensuring the project delivers inclusive growth, wellbeing, and measurable social value outcomes.



Carlton and Gedling's socioeconomic and health challenges, youth unemployment and skills gaps, cost-of-living pressures, and ageing assets, combined with opportunities from regeneration, local planning, and community engagement, create a compelling case for embedding social value at the heart of the Carlton Active development.

By aligning with local plans, the project can deliver measurable outcomes across employment, inclusion, health, and environmental sustainability.



People: Local jobs, apprenticeships, inclusive recruitment



Community: Co-design sessions, volunteering, wellbeing initiatives



Planet: Energy efficient build, waste reduction, sustainable travel

Next steps:

- Client Workshop – Agree priorities & set targets
- Stakeholder Analysis – Map influence & engagement
- Social Value Plan – KPIs, timeline & reporting framework

Social Value

10.2 Social Value

Next Steps: From LNA to Social Value Delivery

- ✓ Universal will work in consultation with stakeholders, workshop with Alliance, local community, and partners to co-design the Social Value Plan and set measurable targets.
- ✓ Translate LNA insights into delivery actions. Ensure findings from the Local Needs Assessment are converted into practical initiatives that respond directly to community priorities.
- ✓ Develop a Social Value Plan aligned with LNA priorities.
- ✓ Embed monitoring and continuous improvement. Create feedback loops with stakeholders to track progress, refine delivery, and adapt to emerging needs.

Page 108

Key Areas for Social Value Delivery in Carlton

- **Employment & Skills-** Local recruitment with apprenticeships/placements; pathways for NEET youth; partnerships to raise aspirations.
- **Local Spend** – Use local supply chains to support the economy and reduce carbon footprint.
- **Inclusion, Affordability & Access-** Co-design with community; affordable, inclusive programmes; digital inclusion via community spaces.
- **Health & Wellbeing-** Targeted rehab/exercise programmes; social prescribing; initiatives tackling mental health and loneliness.
- **Youth, Safety & Community Participation-** Youth hubs, diversionary sport, volunteering opportunities; transparent communication during construction.
- **Environment & Climate-** Energy-efficient, low-carbon design; renewable integration; local supply chains, transport shift, biodiversity focus.

Next Steps.

Next Steps.

11.1 Fee Proposal and Terms

Alliance Leisure and the wider team will attend site as necessary, to provide the information outlined in this proposal and produce and issue the final report presentation.

Fees have been presented to deliver best value to the Council in achieving the scope of services provided with the total fee proposal value at **£1,691,638.98**

RIBA 3: £783,264.42

RIBA 4: £908,374.56

In the event of an 'Extension of time' being granted by the project manager the professional team reserve the right to charge additional fees.

Alliance propose invoice monthly in arrears based on a valuation undertaken by Hadron who will issue a certificate of payment to support monthly invoicing.

Project costs to be developed will be based on an assumption that the model UK Leisure Framework call off contract documentation is used for construction.

These figures do not include for a redesign fee if required.

All values quoted are net of VAT.

Page 110

Carlton Active Fees and Survey Summary			
PROJECT ELEMENT	CONSULTANT	SUBMITTED PRE-CONSTRUCTION FEES	
		RIBA 3	RIBA 4
Architect - Design Services	GT3	£ 228,125.00	£ 296,562.50
Architect - Enhanced Interior Designer		£ -	£ -
Architect - Scheme Presentation		£ -	£ -
Structural - Consultant	Furness	£ 63,787.50	£ 63,787.50
M & E - Consultant	CGP	£ 74,418.75	£ 133,953.75
Building Control Fees, Planning Fees, Highway Fees (fees to be confirmed once site area / building area / scope is fully confirmed)		£ 13,125.00	£ -
Planning Consultant	DPP	£ 25,725.00	£ 9,187.50
Planning Fees		Client Direct	Client Direct
Fire Engineer/Consultant	Bureau Veritas	£ 10,500.00	£ 10,500.00
Acoustic Consultant	EBLA	£ 3,150.00	£ 4,095.00
Landscape Consultant		£ 14,700.00	£ 20,212.50
Third Party Check / Approvals (i.e. Roofing Consultant, Envelope, Condensation, Chlorinated Environment, Tanking)		£ 8,400.00	£ 12,600.00
Pool and Filtration Specialist Consultant	FT Leisure	£ 11,865.00	£ 27,720.00
Specialist Design Input (Other, please specify)	Prov Sum	£ 10,500.00	£ 10,500.00
Carbon Consultant	CGP	£ 2,625.00	£ 3,675.00
Air Tightness	APEX	£ 9,450.00	£ 9,450.00
s.278 Design		£ 5,250.00	
Transport Consultant (SK Transport)		£ 14,700.00	£ 525.00
Allowance for Disbursements (letters of reliance on reports)			
SUB-TOTAL PROFESSIONAL SERVICES		£ 496,321.25	£ 602,768.75
SURVEYS: See Survey & Investigation Tab		£ 51,500.00	£ 35,427.50
SUB-TOTAL SURVEYS and INVESTIGATIONS		£ 51,500.00	£ 35,427.50
Contractor Management		£ 36,750.00	£ 42,000.00
Insurance Allowance		£ 5,845.71	£ 6,801.96
OH&P		£ 18,598.13	£ 21,640.44
SUB-TOTAL CONTRACTOR		£ 61,193.85	£ 70,442.41
Specialist Equipment Design via Alliance Leisure (F&B)	OBL		£ 5,000.00
SUB-TOTAL SPECIALIST EQUIPMENT SERVICES		£ -	£ 5,000.00
Business feasibility	Max Associates		
Project Management and Employers Agent	Hadron	£ 81,900.00	£ 81,900.00
Quantity Surveyor and Contract Administration		£ -	£ -
Principal Designer (CDM - appointed by Alliance Leisure)	Greenwood Projects	£ 6,950.00	£ 7,700.00
Principal Designer (BSA - appointed by Alliance Leisure)	Safer Sphere	£ 15,427.70	£ 11,840.40
ALS Development Management and Delivery	Alliance Leisure	£ 69,971.63	£ 93,295.50
Contingency (if required)		£ -	£ -
SUB-TOTAL DELIVERY SERVICES		£ 174,249.33	£ 194,735.90
PROJECTED FEE TOTAL		£ 783,264.42	£ 908,374.56

Next Steps.

11.2 RIBA 3 & RIBA 4 surveys

Carlton Active Surveys and Investigations			
Nr	Description	RIBA 3	RIBA 4
SURVEY Requirement for Planning Submission			
1	Planning Application Fee	Client Direct	
2	Topo / Utilities / Drainage - and Multi Array GPR Survey	£7,775.00	£7,250.00
3	Phase 2 Ground Investigations	£11,400.00	
4	Refurbishment and Demolition Asbestos Survey	£4,200.00	
5	Solar Glare Assessment	£3,150.00	£4,200.00
6	Right of Light Assessment	£5,775.00	
7	VR / 3D Building Modelling / Visuals	£2,625.00	£6,877.50
8	Further Identified "Other" Surveys CONTINGENT ALLOWANCE	£1,575.00	£2,100.00
	PLANNING SURVEYS & REPORTS		
9	Provisional allowances subject to Pre App advice:	£15,000.00	£15,000.00
	SURVEY TOTAL	<u>£51,500.00</u>	<u>£35,427.50</u>

Next Steps.

11.3 Next Steps

To progress the Carlton Active Scheme, GBC should:

Confirm agreement of the facility mix included in this report;

- Confirm how the project will be funded, or confirm what reduced capital value the project would need to be value engineered to, for it to still be deliverable;
- Agree to proceed at the level of the estimated total project capital cost; and
- Review the information in the report and confirm any comments, queries or revisions to the professional team. These comments, queries and revisions may be able to be addressed early in the next stage in parallel with the design progressing.

Cost certainty will be reached at the end of RIBA Stage 4a. This stage will provide a detailed technical design and a confirmed project cost that will be documented as a contract sum.

To progress the scheme and give GBC further confidence in the capital budget required and affordability, ALS propose to continue through their proven 'gateway' process. Collaboratively working with the assembled project team to develop the projects through the 'Cost Confidence' and 'Cost Certainty' stages, aligned to RIBA stages 3 and 4.

Once this stage has been completed, ALS will be able to enter into contract with the Building Contractor. This approach will enable the project to be progressed in affordable stages, developing the scope and affordability of the project at each phase.

A look ahead to Stage 3

The next stage in the design development will be Spatial Coordination of the Stage 2 design. This will involve the team developing their proposals to the next level where the architectural design will be coordinated further with detailed structural, MEP and Pool filtration design.

Results from surveys will be fed into the design and initial soft market testing will also be considered and will inform external material choices prior to the planning submission.

Consultation with user groups and stakeholders will take place prior to consultation with the general public, in advance of the planning application being submitted.

In parallel with the design being progressed, the wider team will embark on a number of workshops to refine the brief. Inputs from the workshops will ensure that at the end of Stage 3, the project has a fixed and robust, detailed brief. Examples of workshops to be held are:

- A meeting with GBC insurers;
- Further consultation with key user groups;
- MEP workshops;
- Space planning workshops on changing room layouts, soft play, fitness suite, etc.;
- Development of the café offer; and
- A review of cost options to reduce capital costs, if required.

Other key areas of design that will be reviewed and developed during this stage and Stage 3 include:

- The proposed building footprint and accurate relationship to existing site constraints;
- Fire engineer confirmation of the proposed strategy;
- Confirmation of low carbon and renewable energy technologies and design integration;
- Landscape design to be developed to unify the building and the immediate physical environment;
- Servicing strategy to be reviewed in relation to external access;
- Pre-construction programme review, focussing on procurement and pricing of sub-contractor packages;
- Accessibility review to ensure an inclusive environment throughout including engagement with local groups;
- Project risk workshop;
- CDM risk workshop;
- Assessment of proposals in relation to acoustic design;
- Full testing of the massing studies against the cost plan;
- Cut and fill exercise; and
- Structural and M&E coordination.

Next Steps.

11.4 Steps to Advance the Project

The following outlines the next steps for Gedling Borough Council (GBC) in progressing with Alliance Leisure under the UK Leisure Framework, following submission of the RIBA Stage 2 report.

Key Milestones:

- Access Agreement signed – 20th February 2026
- RIBA Stage 3&4 commences – 23rd February 2026

The formal signing of the Access Agreement will enable the progression of the pre-construction RIBA 3 & 4 phases.

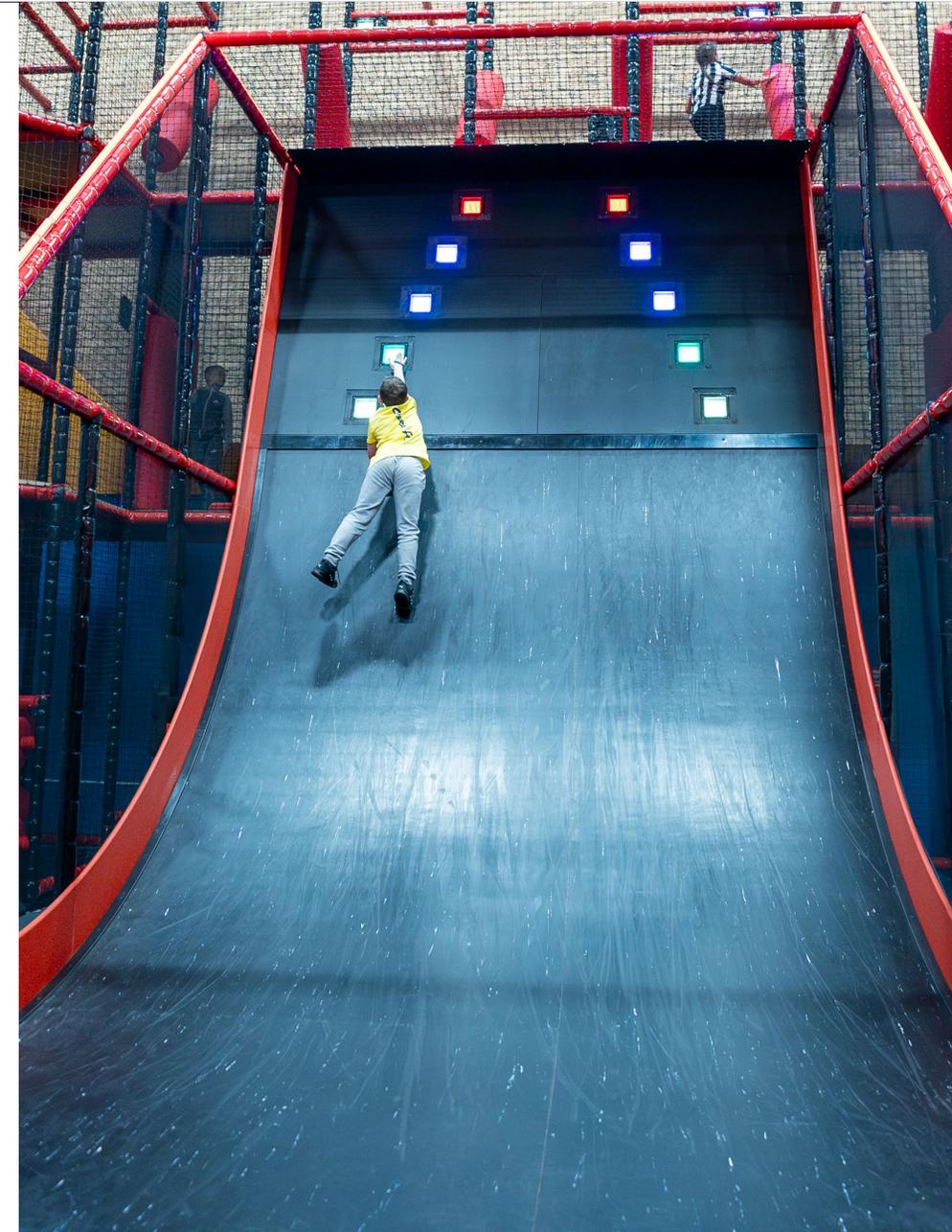
Following this, a purchase order will be required to support the delivery of pre-construction RIBA 3 & 4 for **£1,691,638.98 (ex-vat)**

Route to Delivery

The project will continue to follow the 'gateway principles' established within the feasibility phase. Upon obtaining the necessary Council approvals for the agreed scheme, Alliance will enter into a Call-Off Development Management Agreement (DMA) with the Council. This agreement will deliver the project to a defined cost certainty sum.

Subsequently Alliance will directly enter into the building contract with the selected contractor.

Separate arrangements will be made with identified specialist suppliers as required. The Framework Fee will only become applicable once the project is fully committed.



Appendices.

Page 114

Appendix A	RIBA Plan of Works
Appendix B	Contractors Proposals
Appendix C	FF&E Schedule
Appendix D	Innerva business plan

Appendix A: RIBA Plan of Works



The RIBA Plan of Work organises the process of briefing, designing, delivering, maintaining, operating and using a building into eight stages. It is a framework for all disciplines on construction projects and should be used solely as guidance for the preparation of detailed professional services and building contracts.

Stage Boundaries:

Stages 0-4 will generally be undertaken one after the other.

Stages 4 and 5 will overlap in the Project Programme for most projects.

Stage 5 commences when the contractor takes possession of the site and finishes at Practical Completion.

Stage 6 starts with the handover of the building to the client immediately after Practical Completion and finishes at the end of the Defects Liability Period.

Stage 7 starts concurrently with Stage 6 and lasts for the life of the building.

Planning Note:

Planning Applications are generally submitted at the end of Stage 3 and should only be submitted earlier when the threshold of information required has been met. If a Planning Application is made during Stage 3, a mid-stage gateway should be determined and it should be clear to the project team which tasks and deliverables will be required. See Overview guidance.

Procurement:

The RIBA Plan of Work is procurement neutral – See Overview guidance for a detailed description of how each stage might be adjusted to accommodate the requirements of the Procurement Strategy.

- ER Employer's Requirements
- CP Contractor's Proposals



	0 Strategic Definition	1 Preparation and Briefing	2 Concept Design	3 Spatial Coordination	4 Technical Design	5 Manufacturing and Construction	6 Handover	7 Use
	← Projects span from Stage 1 to Stage 6; the outcome of Stage 0 may be the decision to initiate a project and Stage 7 covers the ongoing use of the building. →							
Stage Outcome at the end of the stage	The best means of achieving the Client Requirements confirmed <small>If the outcome determines that a building is the best means of achieving the Client Requirements, the client proceeds to Stage 1</small>	Project Brief approved by the client and confirmed that it can be accommodated on the site	Architectural Concept approved by the client and aligned to the Project Brief <small>The brief remains "live" during Stage 2 and is dropped in response to the Architectural Concept</small>	Architectural and engineering information Spatially Coordinated	All design information required to manufacture and construct the project completed <small>Stage 4 will overlap with Stage 5 on most projects</small>	Manufacturing, construction and Commissioning completed <small>There is no design work in Stage 5 other than responding to Site Queries</small>	Building handed over, Aftercare initiated and Building Contract concluded	Building used, operated and maintained efficiently <small>Stage 7 starts concurrently with Stage 6 and lasts for the life of the building</small>
Core Tasks during the stage	Prepare Client Requirements Develop Business Case for feasible options including review of Project Risks and Project Budget Ratify option that best delivers Client Requirements Review Feedback from previous projects Undertake Site Appraisals	Prepare Project Brief including Project Outcomes and Sustainability Outcomes , Quality Aspirations and Spatial Requirements Undertake Feasibility Studies Agree Project Budget Source Site Information including Site Surveys Prepare Project Programme Prepare Project Execution Plan	Prepare Architectural Concept incorporating Strategic Engineering requirements and aligned to Cost Plan , Project Strategies and Outline Specification Agree Project Brief Derogations Undertake Design Reviews with client and Project Stakeholders Prepare stage Design Programme	Undertake Design Studies , Engineering Analysis and Cost Exercises to test Architectural Concept resulting in Spatially Coordinated design aligned to updated Cost Plan , Project Strategies and Outline Specification Initiate Change Control Procedures Prepare stage Design Programme	Develop architectural and engineering technical design Prepare and coordinate design team Building Systems information Prepare and integrate specialist subcontractor Building Systems information Prepare stage Design Programme	Finalise Site Logistics Manufacture Building Systems and construct building Monitor progress against Construction Programme Inspect Construction Quality Resolve Site Queries as required Undertake Commissioning of building Prepare Building Manual	Hand over building in line with Plan for Use Strategy Undertake review of Project Performance Undertake seasonal Commissioning Rectify defects Complete initial Aftercare tasks including light touch Post Occupancy Evaluation	Implement Facilities Management and Asset Management Undertake Post Occupancy Evaluation of building performance in use Verify Project Outcomes including Sustainability Outcomes <small>Adaptation of a building (at the end of its useful life) triggers a new Stage 0</small>
Project Strategies might include: - Conservation (if applicable) - Cost - Fire Safety - Health and Safety - Inclusive Design - Planning - Plan for Use - Procurement - Sustainability	See RIBA Plan of Work 2020 Overview for detailed guidance on Project Strategies							
Core Statutory Processes during the stage: Planning Building Regulations Health and Safety (CDM)	Strategic appraisal of Planning considerations	Source pre-application Planning Advice Initiate collation of health and safety Pre-construction Information	Obtain pre-application Planning Advice Agree route to Building Regulations compliance Option: submit outline Planning Application	Review design against Building Regulations Prepare and submit Planning Application <small>See Planning Note for guidance on submitting a Planning Application earlier than at end of Stage 3</small>	Submit Building Regulations Application Discharge pre-commencement Planning Conditions Prepare Construction Phase Plan Submit form F10 to HSE if applicable	Carry out Construction Phase Plan Comply with Planning Conditions related to construction	Comply with Planning Conditions as required	Comply with Planning Conditions as required
Procurement Route Traditional Design & Build 1 Stage Design & Build 2 Stage Management Contract Construction Management Contractor-led								
Information Exchanges at the end of the stage	Client Requirements Business Case	Project Brief Feasibility Studies Site Information Project Budget Project Programme Procurement Strategy Responsibility Matrix Information Requirements	Project Brief Derogations Signed off Stage Report Project Strategies Outline Specification Cost Plan	Signed off Stage Report Project Strategies Updated Outline Specification Updated Cost Plan Planning Application	Manufacturing Information Construction Information Final Specifications Residual Project Strategies Building Regulations Application	Building Manual including Health and Safety File and Fire Safety Information Practical Completion certificate including Defects List Asset Information <small>If Verified Construction Information is required, verification tasks must be defined</small>	Feedback on Project Performance Final Certificate Feedback from light touch Post Occupancy Evaluation	Feedback from Post Occupancy Evaluation Updated Building Manual including Health and Safety File and Fire Safety Information as necessary

Core RIBA Plan of Work terms are defined in the RIBA Plan of Work 2020 Overview glossary and set in Bold Type.

Further guidance and detailed stage descriptions are included in the RIBA Plan of Work 2020 Overview.

© RIBA 2020

<p>Name of project, policy, function, service or proposal being assessed:</p>	<p>Carlton Active - redevelopment proposals for the Richard Herrod Centre site (RIBA Stage 2 concept design).</p>
<p>The main objective of (please insert the name of accessed document stated above):</p>	<p>The Carlton Active project aims to deliver a modern, inclusive, accessible and financially sustainable leisure, health and wellbeing facility for Gedling Borough Council.</p> <p>At the end of RIBA Stage 2, the project has developed a preferred concept design and facility mix informed by feasibility work, technical design development, early engagement and alignment with the Council’s Leisure Strategy and health and wellbeing priorities. The proposed facility includes swimming provision, fitness and studio space, assisted exercise facilities, community and social spaces, and supporting amenities designed to meet the needs of a broad range of users.</p> <p>Key objectives of the project are to:</p> <ul style="list-style-type: none"> • Support physical activity, health and wellbeing across all age groups. • Modernise ageing leisure infrastructure and improve service quality. • Reduce long-term revenue subsidy and improve financial sustainability. • Deliver an environmentally responsible, energy-efficient facility. • Improve accessibility and inclusivity to leisure for residents with protected characteristics.
<p>What impact will the Carlton Active project have on the following groups? Please note that you should consider both external and internal impact:</p> <ul style="list-style-type: none"> • External (e.g. stakeholders, residents, local businesses etc.) • Internal (staff) 	

Please use only 'Yes' where applicable		Negative	Positive	Neutral	Comments
<u>Gender</u>	External		X		<p>The RIBA Stage 2 concept design incorporates a changing village layout, which includes a mix of:</p> <ul style="list-style-type: none"> • Individual private changing cubicles, • Accessible changing spaces, • Separate WC provision. <p>This approach allows users of all genders to change in a way that feels safe, dignified and appropriate to them. The design reduces reliance on traditional single-sex changing layouts and supports flexibility in programming, including women-only sessions where appropriate. The overall building layout and circulation have been designed to ensure equitable access to all facilities regardless of gender.</p>
	Internal		X		<p>The project offers an opportunity to promote gender equality through inclusive recruitment, training, and progression</p>

				<p>within the operational team. Consideration should be given to flexible working, equal pay, and creating a safe, supportive environment for all genders.</p> <p>The building layout supports inclusive staff facilities.</p>
<p><u>Gender Reassignment</u></p>	<p>External</p>		<p>x</p>	<p>The RIBA Stage 2 design specifically supports trans and non-binary users through:</p> <ul style="list-style-type: none"> • The changing village model, which prioritises private, self-contained changing cubicles. • Accessible and universally designed WC provision distributed throughout the building. • Clear and legible circulation, reducing anxiety around navigation and access. <p>These design choices reduce the need for users to choose between binary</p>

					<p>gendered spaces and support inclusive, dignified use of the facility.</p> <p>Programming and customer service should also reflect a respectful, inclusive approach to gender identity.</p>
	Internal		x		<p>The Carlton Active layout supports inclusive staff facilities .The project should ensure that workplace policies are inclusive of trans and non-binary staff, including clear guidance on, access to facilities, and zero-tolerance of discrimination or harassment. Inclusive staff training and a supportive culture are key considerations.</p>
<u>Age</u>	External	X			<p>The Carlton Active RIBA Stage 2 concept design has been developed to be accessible and appealing across all age groups, from children and young people to older adults. The design includes step-free access, clear circulation, accessible facilities, assisted exercise provision, community spaces and swimming provision suitable for</p>

					<p>lessons, rehabilitation, low-impact activity and general use.</p> <p>In September 2025, Cabinet agreed to progress the Carlton Active programme without the inclusion of an indoor bowls facility as part of the approved facility mix, due to space and affordability constraints. In November 2025, a public petition was submitted requesting that indoor bowls be reinstated as part of the programme. This petition has been noted and considered as part of the equality evidence base.</p> <p>The absence of an indoor bowls facility represents a potential negative impact for some older residents. Gedling Indoor Bowls Club currently serves approximately 300 members, the majority of whom are older adults, and provides important physical, social and mental wellbeing benefits, particularly for those with</p>
--	--	--	--	--	--

				<p>reduced mobility or long-term health conditions.</p> <p>During RIBA Stage 2, further detailed work with the contractor, cost consultants and design team has confirmed that an indoor bowls facility cannot be accommodated within the available site footprint or delivered within current affordability parameters. The issue of indoor bowls provision, including the petition, has been referred back to Cabinet for consideration alongside the RIBA Stage 2 decision.</p> <p>To mitigate the potential impact on older residents, the Council has committed to continued engagement with bowls stakeholders, providing non-financial support to explore alternative venue options, and ensuring the Carlton Active facility delivers a strong age-friendly offer through assisted exercise provision, accessible swimming, inclusive changing facilities, targeted</p>
--	--	--	--	---

				<p>programming and flexible community spaces.</p> <p>The new centre will seek to build on existing service provision for active ageing groups currently offered at the Carlton Forum Leisure Centre. Details of this provision can be found in Appendix A of this Equality Impact Assessment.</p> <p>To mitigate further the impact on older residents of the closure of Richard Herrod Centre, the Leisure service is implementing new health and wellbeing exercise pathways tailored to support the wider community including older demographics. Details of this provision can be found in Appendix B of this Equality Impact Assessment.</p> <p>The cafe, community room and associated social spaces within the new facility will be designed to be welcoming and inclusive areas for older residents living nearby to connect with others. The</p>
--	--	--	--	---

					<p>community feel of the new venue is designed to support reduced social isolation amongst residents and will have flexibility for affordable activities and social gatherings in these public spaces, but with the added connection to the inclusive exercise options on offer.</p> <p>The Carlton Active facility enhances the offer for children and families, through the inclusion of soft play and an expansion of swimming facilities that can support further growth of the existing swim school programme and the provision of school swimming. Learning to swim is an essential life skill for children, key for both drowning prevention, water safety and getting active.</p>
	Internal		x		<p>The Carlton Active project presents opportunities to promote age-inclusive employment practices within the future operation of the facility. While detailed staffing structures will be developed at later</p>

					<p>stages, the design supports flexible and inclusive working through accessible staff facilities and a modern working environment.</p> <p>Future operational arrangements can support:</p> <ul style="list-style-type: none">• Younger staff through training, apprenticeships and development opportunities, particularly through Accredited Training Academy that support the Swim School workforce.• Older staff through flexible working arrangements, skills retention and age-friendly workplace policies. <p>Any staffing changes arising from service transformation will be subject to separate workforce planning, consultation and equality assessment processes.</p>
--	--	--	--	--	--

Equality Impact Assessment



<u>Marriage and civil partnership</u>	External			x	There is no specific service impact expected based on marital or civil partnership status. However, the facility should remain inclusive and welcoming to all individuals and families, regardless of relationship status, ensuring equal access to services and community spaces.
	Internal			x	The project should ensure that all employees, regardless of marital or civil partnership status, are treated equally in relation to employment terms, benefits, and policies. Considerations include non-discrimination in recruitment, parental leave, and flexible working arrangements
<u>Disability</u>	External			X	Accessibility and inclusive design have been central to the RIBA Stage 2 concept design for Carlton Active. The proposed facility includes a range of features specifically intended to improve access and usability for people with physical, sensory and

					<p>hidden disabilities. These include:</p> <ul style="list-style-type: none">• Step-free access to the building and throughout all public areas.• A changing village approach, incorporating private, self-contained changing cubicles alongside accessible and group changing, supporting dignity, privacy and choice.• A Changing Places facility, integrated into the ground floor layout, to support users with complex needs and their carers.• Pool hoists and accessible pool surrounds to enable independent or supported access to swimming.• An assisted exercise suite designed to support rehabilitation, low-impact activity, and
--	--	--	--	--	--

					<p>exercise for people with long-term health conditions or reduced mobility.</p> <ul style="list-style-type: none">• Clear circulation routes, legible layouts and improved wayfinding to support users with sensory impairments or neurodivergent conditions.• Accessible WC provision distributed across the building. <p>These design features represent a significant improvement on existing provision and reflect best practice in inclusive leisure facility design at concept stage.</p> <p>However, the absence of an indoor bowls facility represents a potential negative impact for some disabled users. Indoor bowls at the existing Richard Herrod Centre supports disabled bowlers and disability-specific</p>
--	--	--	--	--	--

					<p>sessions and provides a low-impact, inclusive activity that supports physical activity, social participation and mental wellbeing.</p> <p>In September 2025, Cabinet agreed to progress the Carlton Active programme without the inclusion of an indoor bowls facility due to space and affordability constraints. In November 2025, a public petition was submitted requesting that indoor bowls be reinstated as part of the programme. This petition has been noted and considered as part of the equality evidence base.</p> <p>During RIBA Stage 2, further detailed work with the contractor, cost consultants and design team has confirmed that an indoor bowls facility cannot be accommodated within the available site footprint or delivered within current affordability parameters. The issue of indoor bowls provision, including the petition, will be referred</p>
--	--	--	--	--	--

					<p>back to Cabinet for consideration alongside the RIBA Stage 2 decision.</p> <p>The new centre will seek to build on existing service provision for special characteristics groups currently offered at the Carlton Forum Leisure Centre. Details of this provision can be found in Appendix A of this Equality Impact Assessment.</p> <p>To mitigate further the impact on disabled residents of the closure of Richard Herrod Centre, the Leisure service is implementing new health and wellbeing exercise pathways tailored to support the wider community including those with disabilities or health conditions. Details of this provision can be found in Appendix B of this Equality Impact Assessment.</p>
	Internal		x		<p>The Carlton active will ensure an inclusive working environment where disabled staff are supported through</p>

				<p>reasonable adjustments, accessible facilities, and inclusive recruitment practices. Training and policies should promote disability awareness and eliminate barriers to participation and progression.</p>
<p><u>Race & Ethnicity</u></p>	<p>External</p>		<p>X</p>	<p>The Carlton Active RIBA Stage 2 concept design has been developed to support inclusive access for people from all racial and ethnic backgrounds. The layout and spatial arrangement of the building prioritise clear circulation, legibility and ease of use, helping to reduce barriers for users who may be unfamiliar with the facility or for whom English is not a first language.</p> <p>The changing village approach, incorporating private and accessible changing cubicles, supports cultural preferences around privacy and modesty, particularly for users from communities where single-sex or private changing arrangements are important. This approach</p>

				<p>provides greater choice and dignity compared to traditional open-plan or single-sex changing layouts.</p> <p>Flexible community and multi-use spaces included within the RIBA Stage 2 design can accommodate a wide range of activities, including culturally appropriate health, wellbeing and social programmes. The café and social areas are designed to act as welcoming, informal spaces that encourage community interaction and social cohesion.</p> <p>The proposed facility mix and design are intended to support inclusive programming at later stages, including swimming, fitness and wellbeing activities that reflect the needs of a diverse local population.</p>
	Internal		X	<p>The project should promote a diverse and inclusive workplace, ensuring fair recruitment, training, and progression opportunities regardless of race or ethnicity. Anti-</p>

					<p>discrimination policies and cultural awareness training can help create a respectful, inclusive environment for all staff.</p>
<p><u>Sexual Orientation</u></p>	<p>External</p>		<p>X</p>		<p>The Carlton Active RIBA Stage 2 concept design has been developed to support an inclusive and welcoming environment for people of all sexual orientations. Key design features help to promote dignity, privacy and choice, reducing potential barriers to participation.</p> <p>The changing village approach, incorporating private, self-contained changing cubicles alongside accessible facilities, allows users to change in a way that feels safe and appropriate to them, regardless of sexual orientation. This reduces reliance on traditional single-sex changing layouts, which can be a barrier for some users.</p> <p>Clear circulation, open sightlines and well-defined public areas within the RIBA Stage 2 layout support a safe and welcoming</p>

				<p>environment, helping to reduce anxiety and improve confidence for users who may feel excluded or marginalised in leisure settings.</p> <p>The inclusion of flexible community and social spaces supports inclusive programming and social activities that can be developed at later stages to meet the needs of diverse groups.</p>
	Internal		X	<p>The project should ensure an inclusive and supportive environment for LGBTQ+ staff through clear anti-discrimination policies, inclusive language, and staff training. Recruitment and workplace culture should reflect a commitment to equality and respect for all sexual orientations.</p>
	External		X	<p>The facility should be welcoming to people of all faiths and beliefs. Considerations include offering culturally sensitive programming (e.g. women-only sessions), providing private changing areas, and</p>
<u>Religion or Belief (or no Belief)</u>				

					ensuring respectful communication and representation in community engagement and service delivery.
	Internal		X		The project should ensure staff are supported in observing their religious beliefs through inclusive policies, flexible scheduling where feasible, and respectful workplace culture. Provision for prayer space and religious observance should be considered where appropriate.
<u>Pregnancy & Maternity</u>	External		X		<p>The Carlton Active RIBA Stage 2 concept design has been developed to support pregnant users and those with babies or young children. The layout includes step-free access throughout the building, clear circulation routes and seating areas that support comfort and ease of movement.</p> <p>The design incorporates accessible toilet and baby-change facilities located within close proximity to key activity areas, reducing travel distances and</p>

				<p>supporting safe and convenient use of the building. Swimming provision, including learner and shallow-water areas, supports pre- and post-natal activity and family-based use.</p> <p>The changing village approach, with private and accessible changing cubicles, supports privacy, flexibility and dignity for users during pregnancy or following childbirth.</p>
	Internal		X	<p>The project should support pregnant employees and new parents through inclusive maternity policies, risk assessments, flexible working options, and a supportive return-to-work process. The workplace must remain free from discrimination related to pregnancy or parental status.</p>
Other Groups (e.g. any other vulnerable groups, rural isolation, deprived areas, low income staff etc.)	External		X	<p>The facility aims to reduce financial barriers by offering concessionary pricing, free or low-cost programmes, and community outreach initiatives. By ensuring</p>

<p>Please state the group/s:</p> <p>Low income</p>				<p>affordability, the project supports wider access to health and wellbeing services for individuals and families on lower incomes.</p> <p>The community space and designated leisure membership categories will provide support for other groups in the community such as armed forces veterans, carers and care leavers. Continuation of the armed forces social group at Richad Herrod and the 274 free armed forces leisure memberships at Carlton Forum Leisure Centre will have a positive impact on the local community. Appendix A provides an overview of the provision currently available for special characteristics groups at Carlton Forum that will need to be embedded and expanded at the new Carlton Active centre.</p>
	<p>Internal</p>		<p>X</p>	<p>The project should ensure fair and equitable employment practices, including paying at or above the Real Living Wage, offering stable</p>

					contracts, and providing opportunities for skills development and progression to support economic inclusion

Is there is any evidence of a high disproportionate adverse or positive impact on any groups?		Yes	There is evidence of a disproportionate adverse impact on older people and disabled individuals who currently participate in indoor bowls due to the closure of the indoor bowls facility. Gedling Indoor Bowls Club is a key asset for both groups, particularly for older adults and disabled residents who rely on accessible, low-impact physical activity.
Is there an opportunity to mitigate or alleviate any such impacts?		Yes	<p>Mitigation is being actively pursued through ongoing feasibility work, Engagement, and strategic planning. Options include:</p> <ul style="list-style-type: none"> • Commitment to provide non-financial support to Gedling Indoor Bowls Club and England Indoor Bowls Association in identifying options for alternative facilities to play indoor bowls. • Identifying an alternative site that meets accessibility and functional requirements and assessing the financial viability of this. • Maintaining or expanding inclusive leisure opportunities within the new Carlton Active, such as assisted exercise studios and accessible programming. • Continuing targeted engagement with bowls users, disabled residents, and older people to shape the final offer. • Ensuring that special characteristic group activities currently delivered at Carlton Forum Leisure Centre are embedded in the new Carlton Active facility, supporting

			<p>older residents, disabled users and those with health conditions. To support this engagement with users, residents and partners, such as primary and secondary care, social prescribers, the local voluntary sector and public health, is required to enable such services are meeting the needs of the local population.</p> <ul style="list-style-type: none"> • To support this the Council is developing its accessible health programme of activities to support active ageing, assisted exercise, social connection and safe activities for people with health conditions and disabilities. Further details of the proposed health programmes being developed can be found at Appendix B of this EIA. • Development of inclusive programming, pricing and staff training at later stages to maximise access for groups with protected characteristics • Ongoing review of equality impacts as the project progresses to RIBA Stage 3 and beyond, including further EqIA updates alongside key decision points.
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
Inclusive Design Reviews	RIBA 3	Conduct accessibility and inclusive design audits at key RIBA stages to ensure compliance with best practice and legal requirements.	Leisure Transformation Team

Ongoing Stakeholder Engagement	Throughout programme	Continue targeted consultation with equality groups, disability forums, community organisations, and underrepresented users throughout design and pre-opening stages.	Leisure Transformation Team
Gender-Neutral Facilities	RIBA 3	Further design work on private and gender-neutral changing areas to support inclusion for trans, non-binary, and gender-diverse users. Respond to emerging industry guidance as it is released.	Leisure Transformation Team
Family-Friendly Features	RIBA 3	Further design on baby-changing facilities, parent/child spaces, pram access, and programming for pregnant people and new parents.	Leisure Transformation Team
Affordable Access	RIBA 5	Implement concessionary pricing, subsidised memberships, and community outreach programmes to reduce financial barriers for low-income users.	Leisure Transformation Team
Culturally Inclusive Programming	RIBA 5	Offer women-only sessions, faith-sensitive swim times, and events shaped by feedback from diverse community groups.	Leisure Transformation Team
Accessibility Features	RIBA 3	Further design and consideration of Ensure step-free access, accessible toilets and changing areas, pool hoists, and inclusive gym equipment (e.g. Innerva) are included.	Leisure Transformation Team
Inclusive Communication	Throughout Programme	se accessible, representative language and imagery across all marketing and signage, including alternative formats where needed (e.g. Easy Read, large print).	Leisure Transformation Team

Review and update the Equality Impact Assessment at key project milestones.	RIBA Stage 3 and prior to construction	EqIA updated and approved	Programme Manager
Equality Diversity and Inclusion Training	March- April 2026	Mandatory training for leisure centre staff	Human Resources Team

Authorisation and Review

Completing Officer	Tom Fletcher Leisure and Wellbeing Transformation Programme Manager
Authorising Head of Service/Director	Lance Juby Assistant Director Communities, Leisure and Wellbeing
Date	11th February 2026
Review date (if applicable)	June 2026 (RIBA 3 completion)

Appendix A: Special Population and Active Senior Usage at Carlton Forum

Active Seniors

- Carlton Forum currently has 2541 contacts of the Gladstone System that are aged 65 and over.
- 64% of these seniors have had a subscription or membership in the last 5 years.
- CFLC currently has 233 members aged 65 and over with a DNA Membership, making up 12% of the centre membership base.

Membership	LIVE Members
Senior DNA Membership	177
Senior DNA + Health Suite	22
Annual Senior DNA	21
Annual Senior DNA + Health Suite	4
Health Suite Only	9
Total	233

- CFLCs 233 Senior Members is comparable to Redhill's 97, Arnolds 96 and Calverton's 59.
- 214 Seniors have an active Senior Gedling Leisure Card and make use of CFLCs facilities in a Pay As You Go basis.
- CFLC hosts a popular 50+ club Monday – Friday afternoons. The club includes Table Tennis, Volleyball, Health Suite and Fitness Suite Access, Relaxation Swimming, and occasional Badminton and Pickleball sessions during the school holidays. The club includes complementary hot drinks and has a strong social element, with members usually spending over an hour of socialising in between activities.
- CFLCs 50+ had 1084 users recorded in 24/25 and this number has been growing yearly since COVID-19 reopening, when the club increased from two days a week to the current five-day arrangement.
- CFLC Adult Swimming Lessons has 9 learners over 65. Making up 24% of all adult learners.
- 50,088 bookings have been made by customers aged 65 and over in the last 12 months. The ten most popular sessions for this age group can be seen below.
 - Swim4All
 - Relaxation Swim
 - Pilates
 - Studio Strength

- Group Cycle
- Yoga
- Zumba
- DNA health
- Aqua Aerobics
- Bums, Tums and Thighs

Armed Forces Membership

- CFLC currently has 274 active Armed Forces members
- 22% of these members are over 65 years old.

Customers Living with Disabilities

- CFLC has 851 users with a disclosed disability.
- 54% of these users have a DNA or Swim Membership
- 20% are aged 65 and over
- Disclosed disabilities are broken down as per the below.

Disability	Members
Hearing Impairment	48
Learning Difficulty	250
Mental Health	97
Physical Impairment	294
Visual Impairment	31
Prefer not to specify	131
Total	851

- CFLC offers Assisted Fitness Programmes to DNA members who require additional assistance in the Fitness Suite. 5 DNA members currently make use of this.

Health Sessions

- CFLC currently partners with Connect Health to provide Fitness Suite based physiotherapy to NHS patients following a recovery pathway. 611 Connect Health Referrals have been made in the last 12 months. 30% of these referrals were for people aged 65 and over. Currently 10% of these referrals have joined a DNA membership since being referred.
- CFLC runs three DNA Health sessions a week, which are group exercise GP referral classes. DNA Health Usage was 597 for 24/25, with 87% of these customers being over 65.
- With the recent recruitment of the Health Activator post, the Gedling Health programme is currently being planned and is set to introduce the following rehabilitation classes over the next 12 months.
 - Cardiac
 - Pulmonary
 - Parkinsons
 - Stroke
 - Cancer
 - Falls Prevention
- Based on the current high demand for rehabilitation classes of this kind in the local area, the expected total usage is set to exceed 144 weekly users at CFLC when the scheme is fully operational.
- CFLC and Gedling Health colleagues are also working towards ongoing follow-on sessions from the initial 12-week programmes and a new Gedling Health Membership that covers these programmes.
- Further health projects including making CFLC a Dementia Hub are currently in progress.
- CFLC had 174 people attend Goodboost Sessions in 24/25, which have now been rolled out into Accessibility Swims due to popularity.

Appendix B: Gedling Leisure Health Programmes

1 DNA HEART

The DNA Heart session provides individuals with heart conditions the opportunity to exercise in a safe, supportive, and enjoyable environment under the guidance of a BACPR cardiac rehab instructor. Our classes are designed for people recovering from a range of cardiac events, including recent heart attacks, valve-replacement surgery, TIAs and angina.

2 DNA HEART PLUS

DNA Heart plus is a follow-on session from DNA Heart that promotes long term adherence to exercise and heart health. Additionally, clients can self-refer if their cardiac event was _____ ago if they want to improve their cardiovascular health.

3 DNA CANCER REHAB

DNA Cancer Rehab Class provides a safe, supportive, and structured exercise environment for individuals living with or recovering from cancer. Led by specially trained instructors, the programme focuses on improving strength, mobility, cardiovascular fitness, and overall wellbeing. Each session is tailored to individual needs and abilities, helping participants manage treatment-related side effects, rebuild confidence, and enhance quality of life. The class also offers a friendly, social atmosphere where participants can connect with others who share similar experiences.

4 DNA STRENGTH AND BALANCE

The DNA strength and balance session is a progressive exercise programme incorporating a combination of OTAGO strength and balance techniques and Postural Stability Instructor (PSI) methodologies. It is designed for individuals

aged 55 and over who experience mobility or stability challenges and wants to improve their strength, balance and confidence. The classes also provide a chance to socialise, meet new people and access information.

5 DNA HEALTH

DNA Health is a 12-week group exercise programme designed for individuals aged 16 and over who are physically inactive and living with a health condition. The scheme offers a supportive and safe environment in which participants can engage in physical activity under the guidance of qualified instructors, providing an excellent opportunity to improve long-term health and wellbeing.

The following health conditions are accepted:

- Hypertension
- Stable Diabetes
- Obesity
- Musculoskeletal problems
- Anxiety/Depression
- Arthritis/Rheumatism
- Asthma
- Long Covid
- Pulmonary Rehab
- Cardiovascular Disease

6 DNA MOVE

DNA Move is a 12-week group exercise programme designed for individuals aged 16 and over who are physically inactive and living with a health condition. The scheme offers a calm, supportive and safe environment in which participants can engage in physical activity under the guidance of qualified instructors, providing an excellent opportunity to improve long-term health and wellbeing.

The following health conditions are accepted:

- Parkinsons
- Dementia
- Alzheimers
- Strokes
- Motor Neurone disease
- Multiple sclerosis

1 CHAIR BASED EXERCISE

Gentle exercises carried out whilst seated aimed to help improve mobility and strengthen muscles and bones.

6 RELAXATION SESSIONS

Take a peaceful break in a calm setting with soothing music and gentle lighting. This self-guided 30-minute session offers a quiet space to unwind, release stress and restore a sense of calm and balance at your own pace.

7 GOOD BOOST

The Good Boost programme is designed to enhance wellbeing by encouraging gentle, water-based exercise in an enjoyable and socially supportive environment, helping participants make caring for their health a pleasure rather than a chore. Each session is individually tailored to support progression at a comfortable pace and is specifically developed to reduce pain while improving strength and mobility.

8 BUMP BOOST

Bump Boost is a personalised supported Aqua Natal exercise sessions tailored to women throughout their first, second, and third trimesters of pregnancy. This customised, water-based therapeutic programme supports safe, effective movement during pregnancy.

9 HYDROHEX/ VIRTUAL AQUA FITNESS

Hydrohex is a virtual aqua aerobics programme that delivers a full-body, challenging workout with minimal impact on bones and joints. Participants follow a high-quality motivating virtual instructor displayed on a poolside screen, offering crystal-clear visuals of movements both above and below the water to support safe, effective exercise.

10 AQUA FITNESS

Aqua aerobics programme that delivers a full-body, challenging workout with minimal impact on bones and joints. Participants follow a high-quality motivating instructor who is poolside to support safe, effective exercise.



<p>Name of project, policy, function, service or proposal being assessed:</p>	<p>Carlton Active - redevelopment proposals for the Richard Herrod Centre site (RIBA Stage 2 concept design).</p>			
<p>The main objective of (please insert the name of accessed document stated above):</p>	<p>The Carlton Active project seeks to deliver a modern, inclusive and operationally efficient leisure, health and wellbeing facility that replaces an ageing, inefficient Carlton Forum Leisure Centre with a purpose-designed centre capable of significantly improved environmental performance. Located at the Richard Herrod Centre, the project will provide a high-quality, multi-functional space that meets the health, fitness, and wellbeing needs of the local community.</p> <p>Environmental sustainability is a core priority, with the design incorporating energy-efficient systems, low and zero-carbon technologies, and features aligned to best-practice environmental standards. The project also supports the Council’s strategic goal of improving operational efficiency by consolidating services, reducing annual subsidies, and enhancing long-term viability.</p> <p>At the end of RIBA Stage 2, the project has developed coordinated architectural layouts, site strategy, massing, circulation, and an outline all-electric building services approach. These design decisions establish a strong foundation for reducing operational carbon, improving energy efficiency, and supporting the Council’s longer-term net zero ambitions. While detailed energy modelling and embodied carbon calculations are not yet complete, the Stage 2 design demonstrates a clear and credible pathway to improved climate performance when compared with the existing facility.</p>			
<p>What impact will this (please insert the name) have on the following Please read guidance before completing.</p>				
<p>Category</p>	<p>Negative</p>	<p>Positive</p>	<p>No impact/ Negligible change</p>	<p>Mitigation/ Comments</p>

Behaviour & Culture Change		X		<p>The Carlton Active RIBA Stage 2 design supports positive behaviour change by embedding sustainability into everyday use of the building and site. The developed layout prioritises clear and safe pedestrian routes, improved visibility from the street and dedicated cycle storage, encouraging walking and cycling where possible. Consolidating leisure provision into a single modern facility also reduces the need for travel between multiple sites, helping to lower transport-related emissions.</p> <p>The design incorporates clearly defined internal and external waste and recycling areas, supporting effective waste segregation and making recycling a normal part of daily building use. Layouts allow for clear signage</p>

				<p>and intuitive wayfinding to reinforce sustainable behaviours.</p> <p>The Stage 2 proposals also strengthen the relationship between the building and its external environment through soft landscaping, green features and visual connections to outdoor spaces. Community-facing areas such as the café and social spaces are designed to encourage movement between indoor and outdoor environments, supporting wellbeing and reinforcing the value of green space and nature.</p>
<p>Built Environment</p>		<p>X</p>		<p>The Carlton Active RIBA Stage 2 design replaces two ageing, energy-inefficient building with a purpose-designed facility that significantly improves environmental performance. The developed building form, massing and orientation support energy efficiency through compact floorplates, reduced heat</p>

				<p>loss and efficient zoning of wet and dry areas.</p> <p>At Stage 2, the layout has been designed to support Passivhaus principles such as improved thermal performance, solar gains, airtightness and servicing efficiency compared with the existing facility, reducing long-term operational energy demand. The rationalised internal arrangement minimises unnecessary circulation and supports efficient plant distribution.</p> <p>The building has also been designed with long-term adaptability in mind, reducing the risk of premature refurbishment or replacement and therefore lowering whole-life carbon impact. Detailed fabric specifications and embodied carbon assessments will be progressed at RIBA Stage 3.</p>
--	--	--	--	--

Transport		X	<p>The Carlton Active RIBA Stage 2 design supports more sustainable transport patterns through improved site layout, accessibility and consolidation of provision. The developed proposals prioritise safe and legible pedestrian routes across the site, with direct access to the main entrance and clear separation from vehicle movements. Dedicated cycle storage has been incorporated to encourage cycling by staff and users.</p> <p>By consolidating leisure services into a single modern facility, the project reduces the need for users to travel between multiple sites, contributing to a reduction in overall transport-related emissions. While car parking remains necessary to ensure accessibility for all users, particularly those with mobility needs, the layout has been designed to manage vehicle</p>
------------------	--	---	--

				<p>movements efficiently and safely.</p> <p>Further work at RIBA Stage 3 will explore opportunities for travel planning, electric vehicle infrastructure and operational measures to support a continued shift towards sustainable travel choices.</p>
--	--	--	--	--

Climate Impact Assessment



Energy, Natural Resources & Climate Change		X		<p>The Carlton Active RIBA Stage 2 design establishes a clear pathway to reduced operational carbon through an emerging all-electric energy strategy and the incorporation of low and zero-carbon technologies. The proposals have been developed to support compliance with Part L of the Building Regulations and to significantly improve energy performance compared with the existing facility. The building form, layout and zoning have been designed to support energy-efficient building systems, with wet and dry areas arranged to minimise energy demand and optimise plant distribution. Design principles developed at Stage 2 include natural ventilation where appropriate, effective solar gain management, high-performance insulation and the use of energy-efficient LED</p>
---	--	----------	--	--

				<p>lighting to reduce overall energy consumption. The design also allows for the future integration of renewable technologies, such as roof-mounted photovoltaic panels, subject to further feasibility work. Detailed energy modelling, carbon assessment and refinement of building services strategies will be undertaken at RIBA Stage 3 to quantify performance and optimise the final low-carbon approach.</p>
<p>Waste Reduction & Recycling</p>		<p>X</p>		<p>The Carlton Active RIBA Stage 2 design supports waste reduction and increased recycling through the provision of clearly defined internal and external waste and recycling areas, enabling effective segregation of waste streams during daily operation. The layout allows for clear signage and intuitive access, helping to normalise recycling behaviour for both staff and users.</p>

				<p>The rationalised building layout and standardised spaces developed at Stage 2 support efficient construction methods and reduced material waste. Opportunities to reuse and recycle materials arising from demolition of the existing building will be explored at later stages, subject to surveys and contractor methodology.</p> <p>A detailed construction waste and materials management strategy will be developed at RIBA Stages 3 and 4 to further reduce waste, maximise recycling and minimise environmental impact during construction and operation.</p>
<p>Blue-Green Infrastructure/Biodiversity</p>		<p>X</p>		<p>The Carlton Active RIBA Stage 2 design establishes a strong relationship between the building and its surrounding environment, creating opportunities to enhance green infrastructure and biodiversity. The developed site layout allows for increased soft</p>

				<p>landscaping, improved site permeability and the integration of green features that support climate resilience and environmental quality. While detailed ecological surveys and biodiversity net gain calculations will be undertaken at later stages, the Stage 2 proposals have been developed to avoid unnecessary loss of existing green assets and to create opportunities for enhancement through landscaping, planting and sustainable drainage measures. Further design development at RIBA Stage 3 will refine biodiversity interventions and blue-green infrastructure, informed by ecological assessments and planning requirements, to deliver measurable environmental benefits.</p>
<p>Procurement & Purchasing</p>		<p>X</p>		<p>The Carlton Active RIBA Stage 2 proposals are being progressed through a framework-based</p>

			<p>procurement route with early contractor involvement, enabling sustainability considerations to be embedded into design development, cost planning and construction methodology from an early stage. This approach supports informed decision-making around materials, building systems and construction techniques, helping to reduce both operational and embodied carbon. Early engagement with the contractor and supply chain allows opportunities to be identified to prioritise energy-efficient systems, low-carbon materials and responsible sourcing, while maintaining affordability and buildability. Further refinement of procurement strategies, including embodied carbon assessment and sustainable purchasing policies, will be undertaken at RIBA Stage 3 and 4.</p>
--	--	--	---

<p>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</p>				
Planned Actions	Timeframe	Potential Outcome	Responsible Officer	
<p>Consultation 1- RIBA 0</p>	<p>8 weeks</p>	<ul style="list-style-type: none"> Identifies community priorities such as energy efficiency, sustainable travel, biodiversity, and waste reduction. Ensures climate-related feedback is reflected in the final design and operation of the facility. Supports stronger community buy-in and engagement with the project. Informs behaviour change initiatives promoting sustainability. 	<p>Lance Juby</p>	
<p>Consultation 2 RIBA 3/4</p>	<p>4 weeks</p>	<ul style="list-style-type: none"> Enables stakeholders to visualise and understand the centre’s low-carbon and sustainable design features. Provides an opportunity to gather feedback on climate-resilient elements 	<p>Lance Juby</p>	

		<p>such as natural ventilation, daylighting, and green infrastructure.</p> <ul style="list-style-type: none"> • Encourages input on how the layout supports sustainable behaviours, including walking, cycling, and efficient energy use. • Demonstrates the project's commitment to climate action, helping to build community trust and support. • Informs potential enhancements to environmental performance by highlighting user preferences and concerns early in the design process. 	
--	--	--	--

Sustainable Design Integration	12 weeks	The facility will incorporate energy-efficient systems, low and zero-carbon technologies, and design features that respond to Part L regulations and environmental best practice (e.g. solar gain control, natural ventilation, high-efficiency MEP systems).	Tom Fletcher
--------------------------------	----------	---	--------------

Climate-Resilient Infrastructure	6 months	Consideration is being given to flood mitigation, sustainable drainage systems (SuDS), and materials that reduce overheating and energy demand	Tom Fletcher
Carbon Management and Performance Monitoring	6 months	A carbon management strategy will be developed, supported by metering, monitoring systems, and energy performance targets across RIBA design stages.	Tom Fletcher
Sustainable Travel Support	6 months	Plans include active travel infrastructure (cycle storage, pedestrian links), EV charging points, and integration with public transport to reduce transport-related emissions.	Tom Fletcher/ Lance Juby/ Nathan Wall

Authorisation and Review

Completing Officer	Tom Fletcher
Authorising Head of Service/Director	Lance Juby
Date	20/1/2026
Review date (if applicable)	June 2026 (RIBA 3 Completion)

Appendix 2 - Officer Response to Call-In

Carlton Active - RIBA Stage 2 Cabinet Decision (19 February 2026)

1. Purpose of this Appendix

1.1 This appendix provides the formal Officer response to the Call-In of the Cabinet decision dated 19 February 2026 relating to the Carlton Active RIBA Stage 2 Business Case.

1.2 The response is based solely on the information presented to Cabinet within the published reports and appendices. No new evidence has been introduced.

1.3 The documentation relied upon includes:

- February 2026 Cabinet Report - Leisure Transformation: Carlton Active RIBA Stage 2
- Alliance Leisure RIBA Stage 2 Report
- Equality Impact Assessment (RIBA Stage 2)
- Equality Impact Assessment - September 2025 (RIBA Stage 0)
- Public and Stakeholder Engagement Report (August 2025)
- Gedling Borough Council Engagement Survey (May-July 2025)
- Carlton Active Business Plan Report (September 2025)
- Gedling Borough Council Leisure Strategy 2025

1.4 Status of the Decision

1.4.1 The Cabinet decision of 19 February 2026 approved progression to RIBA Stages 3 and 4 to enable further development of detailed design, cost certainty, and technical information.

1.4.2 The decision did not constitute final construction approval and did not commit the Council to enter a main construction contract.

1.4.3 Engagement with affected stakeholders, including bowls representatives and governing bodies, continues alongside detailed design development.

1.5 Governance

1.5.1 The development of the Carlton Active proposal, including the proposed facility mix and the position regarding indoor bowls provision, has progressed through a structured governance framework aligned to the RIBA Plan of Work, the Council's Constitution and the Capital Programme approval process. The current position has evolved through staged gateway approvals and has not arisen outside of formal decision-making procedures.

1.5.2 To support feasibility work on Carlton Active, the Council appointed Alliance Leisure Services Ltd as its Development Partner through the UK Leisure Framework, providing a fully compliant direct procurement route, saving time and cost. It enables sector expertise, and a delivery model from feasibility through to construction.

1.5.3 Max Associates were commissioned through the UK Leisure Framework to refresh the Council's Strategic Outcomes Planning Model and develop the updated Leisure Strategy, to reflect post-Covid recovery, portfolio-wide needs, relevant national policy, and the Council's changing financial position, including testing whether consolidation of Carlton Forum and Richard Herrod into a single hub remained the right direction.

1.5.4 Alliance Leisure and its UK Leisure Framework partners are leading industry development consultants for the local authority leisure sector. Our UK Leisure Framework partners have used up to date modelling and costing for facilities, including indoor bowls, utilising latest construction industry benchmarks based on Gross Internal Floor Area (GIFA) rates. This modelling and its consideration of indoor bowls is reflected in both the Max Associates Carlton Active Business Plan presented to Cabinet in September 2025 and the Alliance Leisure RIBA 2 report presented to Cabinet in February 2026.

1.5.5 At RIBA Stage 0 (Strategic Definition), Cabinet endorsed the strategic need to transform the Council's leisure estate, informed by the updated Leisure Strategy, asset condition, participation trends, and long-term financial sustainability modelling.

1.5.6 At RIBA Stage 1, outline options for the Carlton site were presented to Cabinet on 25 September 2025. These options facility mix recommendations were tested against affordability, operational sustainability, and engagement feedback. It was decided by the Executive that Indoor Bowls would not be a part of the Carlton Active.

1.5.7 Following Cabinet's September 2025 resolution to progress feasibility work, a petition containing 1,021 valid signatures was submitted requesting retention of indoor bowls provision. In accordance with the Council's Petitions Scheme, the matter was debated at Full Council on 12 November 2025. Council resolved that the issue be referred to the Executive, recognising that decisions relating to facility mix and capital investment fall within Executive responsibility.

1.5.8 At RIBA Stage 2 (Concept Design), a developed scheme and supporting financial modelling were presented to Cabinet. The proposed facility mix was tested against updated capital costs, revenue projections, and affordability parameters. Alternative configurations, including retention of indoor bowls provision, were assessed. The updated Carlton Active February 2026 Equality Impact Assessment was also considered.

1.5.9 The RIBA Stage 2 decision confirmed progression into RIBA Stages 3 and 4, subject to affordability refinements. This constituted the formal gateway approval of the preferred concept design and facility mix.

1.5.10 The progression from RIBA Stage 0 to Stage 2, alongside Full Council debate of the petition and continued Executive oversight, demonstrates that the current position has been reached through structured options appraisal, financial testing, equality review, and democratic governance. The decision has therefore been taken through a staged and transparent process consistent with the Council's constitutional and capital project controls.

2. Response to Call-In Grounds

2.1 Ground 1 - Lack of Transparency

2.1.1 The Call-In asserts that consultation responses and community submissions were not fully or accurately reflected in the decision-making process.

2.1.2 Engagement with bowls stakeholders was undertaken at multiple stages of the Leisure Transformation Programme. This included two dedicated Bowls Focus Group sessions recorded within the Public and Stakeholder Engagement Report (p.10), structured stakeholder engagement sessions during development of the Leisure Strategy, and direct meetings between consultants, Council officers, and bowls representatives. Engagement discussions also took place with the English Indoor Bowling Association (EIBA) and relevant governing bodies to understand technical and facility requirements.

2.1.3 The Public and Stakeholder Engagement Report confirms that the wider engagement programme comprised 16 stakeholder sessions, four public sessions and eleven formal letters (pp.3-4; p.18). Representations from bowls stakeholders were documented within this report.

2.1.4 As part of the Leisure Strategy consultation process, the bowls club submitted a six-rink business case for inclusion within a new facility and alternative redevelopment proposals for the Richard Herrod Centre. These submissions were formally received and considered within the Leisure Strategy 2025 (pp 52 paragraph 8.5.19).

2.1.5 The February 2026 Cabinet Report summarises the petition presented to Full Council and confirms reassessment of indoor bowls provision at RIBA Stage 2 (Cabinet Report, paragraphs 6.2-6.10).

2.1.6 In addition, the Equality Impact Assessment undertaken at RIBA Stage 0 (February 2025) explicitly identified the potential disproportionate impact of removing or relocating bowls provision (pp.3-5, p.13)

2.1.7 In addition to structured consultation and stakeholder engagement activity, a petition containing 1,021 valid signatures was submitted and debated at Full Council in November 2025. The RIBA Stage 2 assessment did not disregard this petition including 3-rink, 4-rink, and 6-rink bowls hall scenarios; rather, it utilised that evidence to test alternative bowls configurations within the constraints of capital affordability and operational sustainability.

2.1.8 The evidence demonstrates that bowls stakeholders were engaged early in the programme, provided opportunities to submit proposals, and were reassessed at RIBA Stage 2.

2.2 Ground 2 - Public Support

2.2.1 The Call-In asserts that statements regarding community backing do not align with evidence presented by bowls stakeholders and other user groups.

2.2.2 The Gedling Borough Council Engagement Survey received 1,490 responses. The survey confirms that the most commonly used facilities across the borough are the main pool (28%) and gym (19%) (p.17)

2.2.3 When asked to identify priorities for upgrade, respondents most frequently selected gym facilities, mind and body activities, physiotherapy, and health improvement services (p.24). Within swimming priorities, the main pool was ranked highest (p.25)

2.2.4 Bowls was selected by 9% of leisure users respondents as a health and wellness priority (p.24). Non-member feedback referencing bowls represented approximately 4% of overall survey responses, demonstrating that bowls provision is highly valued within a defined demographic.

2.2.5 The survey evidence therefore indicates strong support for bowls within its existing user base, but borough-wide participation demand is weighted more heavily toward swimming, gym, and preventative health services.

2.2.6 Cabinet was required to balance targeted stakeholder support with borough-wide participation evidence, capital affordability parameters, and long-term operational sustainability. The decision reflects that balancing exercise.

2.3 Ground 3 - Risk to Public Health and Wellbeing

2.3.1 The Call-In asserts that the removal of indoor bowls presents significant risks to public health and wellbeing, particularly for older and disabled residents.

2.3.2 Two formal Equality Impact Assessments were undertaken: the February 2025 Equality Impact Assessment (RIBA Stage 0) and the updated Equality Impact Assessment appended to the February 2026 Cabinet Report (RIBA Stage 2).

2.3.3 The 2025 EIA explicitly identifies potential disproportionate impact on older and disabled residents arising from removal or relocation of bowls provision (pp.3-5; p.13).

2.3.4 Mitigation measures identified include continued structured engagement with bowls stakeholders, provision of non-financial support to explore alternative venue options, and development of inclusive programming within the new facility (pp.4-5; pp.13-14).

2.3.5 The Carlton Active scheme incorporates features that support mitigation of impact, including an assisted exercise suite, multiple studios enabling low-impact and age-friendly programming, main pool, and learner pool provision suitable for aqua-based low-impact activity, and a community room and social spaces within the café to support social and health-based interventions. Inclusive design principles, including accessibility and dementia-friendly considerations, are embedded within the scheme.

2.3.6 In reaching its decision, Cabinet was required to consider whether the identified adverse impact on bowls users was justified in the context of wider borough-wide preventative health benefits, participation demand, and affordability constraints.

2.3.7 The progression to RIBA Stages 3 and 4 reflects a judgement that, while disproportionate impact exists for a defined user group, the scheme as a whole delivers broader preventative health benefits for the community.

2.4 Ground 4 - Failure to Properly Explore Reasonable Alternatives

2.4.1 The Call-In asserts that reasonable alternatives were not properly explored and that there is no comparable indoor provision within the Borough.

2.4.2 Indoor bowls provision was considered at RIBA Stage 0 and was formally reassessed at RIBA Stage 2.

2.4.3 The Carlton Active Business Plan Report models multiple operational scenarios, including options with and without indoor bowls (pp.4). The modelling includes five-year income and expenditure projections (pp.7-8), usage modelling (pp.9), sensitivity testing (pp.14-16), and a summary of financial performance (pp.19)

2.4.4 Indicative capital costs for a six-rink bowls facility are identified at between £5.6 million and £7.0 million depending on specification (pp.20).

2.4.5 The Business Plan recognises the social benefits of bowls but concludes that the facility is not anticipated to generate sufficient surplus to offset capital and operational costs (pp.20).

2.4.6 The six-rink business case submitted by the bowls club was therefore tested against independent revenue modelling, capital affordability limits, operational sustainability assumptions, and sensitivity testing.

2.4.7 The RIBA Stage 2 reassessment concluded that inclusion of bowls provision within the Carlton Active footprint would materially increase capital cost and either require reduction of core facilities or necessitate borrowing beyond approved affordability parameters.

2.4.8 The proposals for a new build construction, rather than a refurbishment or extension, enable a compact and efficient building to meet identified demand while maintaining operational efficiency and controlling capital and long-term energy costs. It ensures thermal zoning has informed the internal layout. This approach improves the energy efficiency of the building, enables more targeted environmental control, and supports reduced energy consumption over the life of the facility, consistent with Passivhaus-informed principles.

2.4.9 A refurbishment or expansion of the current site to retain the current bowl hall, would likely increase costs of the project and significantly restrict the opportunities set out in 2.4.9 to develop a modern energy efficient building. In addition, the RIBA2 report states (p.29), the physical constraints of the site are a key factor. The available land area limits the scale of development that can be accommodated without compromising functionality or accessibility. Incorporating a bowls hall of any size would require a significantly larger footprint, which would either exceed the developable area or necessitate the removal or reduction of other essential elements of the leisure centre. This would likely result in the omission of key facilities such as the swimming pool or gym, which are regarded as core components of the centre and are supported by the strongest levels of user demand.

2.4.10 The design proposals move the building footprint away from neighbouring properties and its height and design in a form to mitigate impact on neighbouring residents.

2.4.11 Cabinet was presented with this modelling and was required to determine whether inclusion remained viable within the Council's capital and financial framework.

2.4.12 Gedling Indoor Bowls Club consistently stated throughout engagement workshops, formal consultation letters, and their submissions to the Leisure Strategy that any indoor bowls provision below six rinks would not be viable for maintaining membership levels, sustaining league and county competition requirements, or ensuring long-term financial and

operational sustainability. This position is clearly recorded within the Bowls Focus Group findings, where participants emphasised that “the community highlights the need for sufficient facilities (Public & Stakeholder Engagement Report, p.10).

2.4.13 Additionally, the presence of formal representations from the club and associated bodies is confirmed through the consultation letters listed within the same report (Leisure Strategy 2025, p.18).

The English Indoor Bowling Association (EIBA) further reinforced this requirement during their engagement with the Council, confirming that rink capacity is essential for delivering club leagues, county fixtures, and preliminary rounds of national competitions (Leisure Strategy 2025, Table 4 – English Indoor Bowls Association Survey Responses, p.47). Based on this consistent and authoritative evidence, options involving fewer than six rinks were excluded from the facility-mix considerations at RIBA Stage 0-1.

2.4.14 Following the September 2025 Cabinet decision, the Council has continued to engage with Gedling Indoor Bowls Club, and this has included the completion of feasibility work to explore alternative site options for indoor bowls provision.

3. Overall, Officer Conclusion

3.1 Cabinet had before it detailed technical feasibility analysis, independent financial modelling, and sensitivity testing, two Equality Impact Assessments, structured consultation evidence, borough-wide survey data, and the adopted Leisure Strategy 2025.

3.2 The removal of indoor bowls provision represents a disproportionate impact on a defined user group. That impact was identified at RIBA Stage 0, reassessed at RIBA Stage 2 and mitigation measures were identified.

3.3 The bowls business case and alternative proposals were tested through independent modelling and were found to increase capital cost and compromise overall project viability within the Council’s affordability framework.

3.4 Cabinet was required to balance equalities impacts against borough-wide participation demand, preventative health objectives, site constraints, and financial sustainability.

3.5 The proposal has progressed through formal gateway approvals, consultation, Full Council petition debate and Executive decision-making.



Report to Overview and Scrutiny Committee

Subject: Programme of portfolio holder attendance

Date: 9 March 2025

Author: Democratic Services Manager

Purpose

To consider the area of responsibility of Councillor Lynda Pearson, Portfolio Holder for Communities and Place, as part of the programme of holding the executive to account.

Recommendation(s)

That the Overview and Scrutiny Committee:

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

1 Background

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

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

2. 2025/26 programme of portfolio holder attendance

Councillor Lynda Pearson, Portfolio Holder for Communities and Place will be attending the committee to give members the opportunity to examine her areas of responsibility which includes the below:

Councillor Lynda Pearson – Portfolio Holder for Communities and Place.

- Heritage.
- Community Events
- Engagement with the voluntary sector.
- Parish Council Liaison.
- Senior's Council and other engagement forums.
- Rural affairs.

3 Financial implications

There are no financial implications arising from this report.

4 Legal implications

There are no legal implications arising from this report.

5 Equalities implications

There are no equalities implications arising from this report

6 Carbon reduction/sustainability implications

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

7 Appendices

None.



Report to Overview and Scrutiny Committee

Subject: Gedling Plan Quarter 3 Performance Report

Date: 9 March 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 3 of 2025/26.

Key Decision

This is not a key decision.

Recommendation

THAT:

The progress against Improvement Performance Indicators for quarter 3 of 2025/26 be noted.

1 Background

- 1.1 The Council has made a commitment to closely align budget and performance management. This is in line with accepted good practice.
- 1.2 To deliver this commitment, systems to monitor performance against revenue and capital budgets, improvement activity and performance indicators have all been brought together and are now embedded in the way the Council works.
- 1.3 In addition, performance reports focus directly on the Council's priorities and offer an "early warning" system of instances where targets may not be secured.
- 1.4 The assessment criteria used for indicators is based on red, amber and green traffic light symbols. To be assessed as green, performance indicators must be in line with their expected performance at that stage of the year determined within the performance management system.

2 Proposal

2.1 It is proposed that Members note the current performance information for quarter 3 of 2025/26 as set out below –

2.22 Annual Delivery Plan Actions

2 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 were a total of 189 covering all themes for 2025/26. 13 have been deferred to 2026/27 as it has become clear that they couldn't have been delivered 2025/26 meaning there are 176 milestones expected to be delivered this year.

2.4 For quarter 3 there were originally 37 milestones recorded as planned for delivery during October to December 2025. 25 have been completed (please see Appendix A for more details) and 13 were realigned to quarter 4 as more information on these projects were made available and dependencies became known.

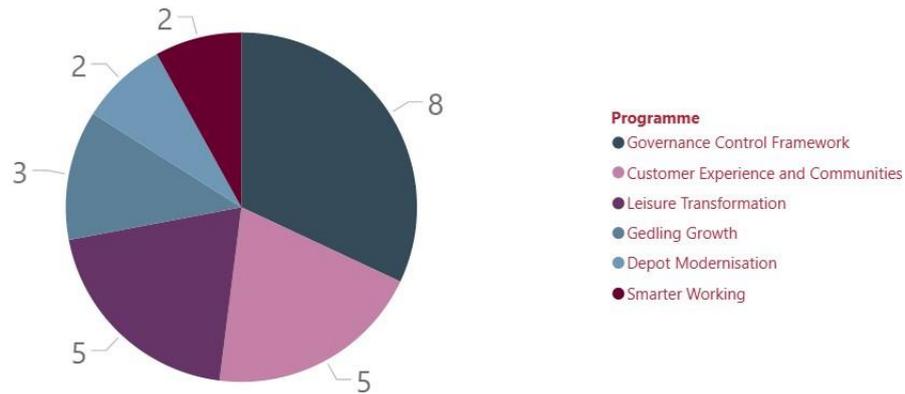
2.5 Of the remaining milestones, 84 are 'on track' (signifying that milestones are progressing as planned – **status green**) and 1 milestone is being closely monitored which has been identified as 'at risk' where there are issues or concerns that could impact delivery but are being addressed or mitigated. Three milestones have 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.

2.62 There has been a total of 88 completed milestones which represents a cumulative completion rate of 55.1% (the number of completed and expected milestones are shown below). The completion rate is expected to increase significantly in quarter 4 as the milestones tracking 'Green' are completed.

6

Quarter 1 Completed	Quarter 2 Completed	Quarter 3 Completed	Quarter 4 Expected
30	33	25	84

Milestones Completed Against Programme



Achievements

3 Focussed on deliverables from the Annual Delivery Plan, key achievements identified for particular attention during quarter 3 include:

3.1

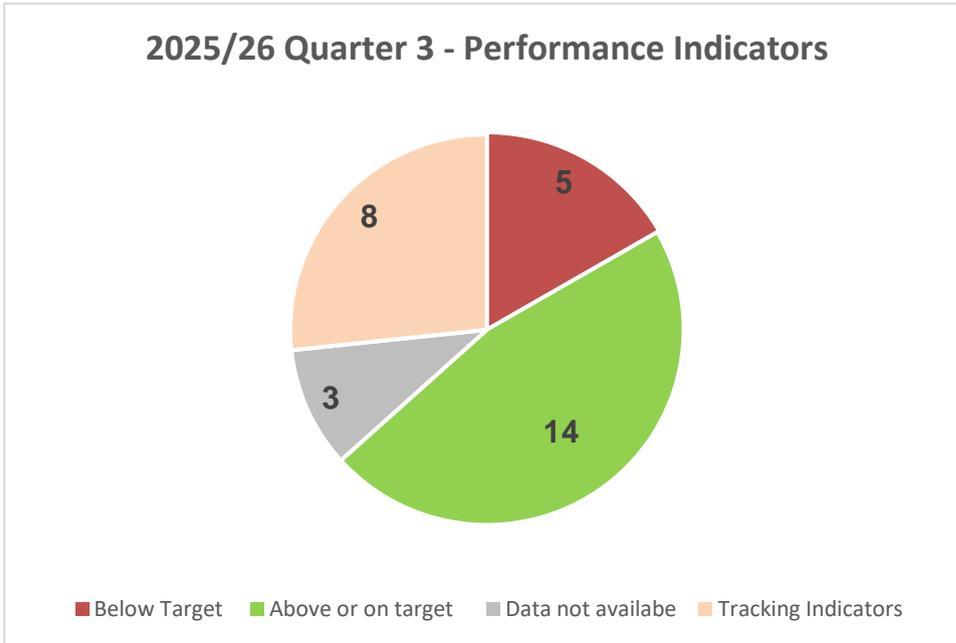
- We have been successful in our bid for Department of Science, Innovation and Technology (DSIT) funding, with a £36k grant from Government to fund some intergenerational pilot activities. Communities and Partnership organisations have successfully applied to the Gedling digital inclusion grant fund (funded by UK Shared Prosperity Fund).
- New Gedling Borough Council website is now live along with new improved functionality including the new integrated bin calendar lookup and bin collection notifications.
- As a result of transformation work including the implementation of new systems and functionality along with new ways of working there has been a further reduction on complaints in Q3 with Waste Services in particular seeing a 55% reduction compared to Q2.
- Cabinet approved an outline business case and RIBA stage 2 plans for Ambition Arnold. The design work allows an arts centre/theatre to be completed in a first phase and design Option B requires no additional land to progress the development of the arts centre or leisure centre. Gedling officers have held constructive talks with senior officers from EMCCA
- Greater Carlton Plan for Neighbourhoods Regeneration Plan and 4 Year Investment Plan were approved by MHCLG.
- Burton Road and Station Road development sites were sold at public auction

4 Performance Indicators

4.1 Quarter 3 Performance Indicators in 2025/26

There are 30 performance indicators which are monitored on a quarterly basis in 2025/26. In quarter 3, 14 of these indicators either met or exceeded their target, 5 were below target and 8 indicators are for tracking purposes only. For 3 of the indicators data is not available due to it not being held in the systems at present.

4.24.2



4.3 Examples of performance indicators that exceeded their target in Q3 2025/26:

Performance Indicator	Q3 2025/26	
	Value	Target
Percentage of calls to the contact centre answered (or call back made) - 12 month rolling total	96.7%	94.0%
Percentage of customers that are satisfied with overall customer service	98%	94%
Percentage of Council Tax collected	80.62%	73.88%

Percentage of Business Rates Collected	82.16%	74.18%
Number of visits to leisure centres	327,603	262,750
Number of affordable homes delivered (gross)	22	19
Percentage of Major planning applications processed within 13 weeks	100%	92%
Percentage of Minor planning applications processed within 8 weeks	87.50%	86.00%
Percentage of other planning applications processed within 8 weeks	89.4%	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	44	13
Percentage of food premises scoring 4 or 5 in the national food hygiene rating scheme	96%	95%

4.4 The following performance indicators missed their target in Q3.

Performance Indicator	Q2 2025/26	
	Value	Target
Housing Benefits /Council Tax Reduction Scheme time taken to process new claims	27. days	15 days
Current resource challenges following the loss of a team leader and one administrative team member are contributing factors. Restructuring report to address these resourcing challenges has now been approved by SLT with following actions to start imminently.		
Housing Benefit /Council Tax Reduction Scheme time taken to process changes in circumstances	7.3 days	5 days
Current resource challenges following the loss of a team leader and one administrative team member are contributing factors. Restructuring report to address these resourcing challenges has now been approved by SLT with following actions to start imminently.		
Net additional homes provided	155	158
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.		
Working Days Lost Due to Sickness Absence (rolling 12-month total)	15.1 days	9 days
We continue to manage complex long term sickness absences. However, all measures are being taken to work with Occupational Health and staff members concerned with a view to supporting them with a return to work.		
Percentage of Calls to customer service answered within SLA (40 seconds)	82.6%	85%
The introduction of new systems and ways of working in Customer Service has resulted in it taking a little longer to complete calls as we adjust. This has had an effect on the time taken to answer calls over the last quarter.		

5 Compliments and Complaints

5.1 The compliments and complaints for Q3 2025/26 show the following:

- In Q3 2025/26 the council received 204 compliments, which is 300% more compliments received than in the previous quarter.
- 126 complaints were received in Q3 2025/26, which is 47% fewer complaints received than in the previous quarter.
- 37% of all complaints received in Q3 2025/26 were classified as justified.
- 77% of the complaints received in Q3 2025/26 were processed in time, which is 13% fewer complaints processed in time than in the previous quarter.
- 71 MP letters were received in Q3 2025/26, which is 11% fewer MP letters than in the previous quarter.

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 Delivery Plan and Performance Indicators in quarter 3 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 – Q3 2025/26 Delivery Plan Completed Milestones

11.2 Appendix B – Q3 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.

Milestone Title	Status	Target Date	Associated ADP Action	Delivery Theme
001 - Design and Implement Core Foundational Build	Completed	Oct-25	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
003 - Complete initial build in Customer Services	Completed	Oct-25	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
003 - Go Live and embed new website	Completed	Nov-25	ADP013 - Implemented a new council website, a new booking capability and improved web chat capabilities.	Customer Experience and Communities Programme
002 - Build and test new website	Completed	Nov-25	ADP013 - Implemented a new council website, a new booking capability and improved web chat capabilities.	Customer Experience and Communities Programme
002 - Design standard approach for ID&V for use within customer facing services in GBC	Completed	Oct-25	ADP011 - Implemented a new ID and verification approach	Customer Experience and Communities Programme
002 - Address garage risks and mitigate	Completed	Dec-25	ADP035 - Addressed risks at the garage and demolition of the shed	Depot Modernisation Programme
003 - Complete the 10-year Regeneration Plan ahead of November 2025	Completed	Dec-25	ADP042 - Continued to support the Greater Carlton Town Board, readying for delivery.	Geding Growth
002 - Complete the 4-year investment plan ahead of	Completed	Dec-25	ADP042 - Continued to support the Greater Carlton Town Board, readying for delivery.	Geding Growth

November 2025 deadline				
002 - Complete Outline Business Case	Completed	Oct-25	ADP043 - Completed the final work required for the current stage of planning for Ambition Arnold.	Geding Growth
004 - Exit Making Meetings Matter and move to BAU	Completed	Dec-25	ADP003 - Have implemented and embedded Making meetings matter	Governance Control Framework
001 - Draft Gedling Growth and Smarter Working ToRs for each board	Completed	Oct-25	ADP003 - Have implemented and embedded Making meetings matter	Governance Control Framework
002 - Stand up remaining boards	Completed	Oct-25	ADP003 - Have implemented and embedded Making meetings matter	Governance Control Framework
003 - Implement and embed board level governance	Completed	Oct-25	ADP003 - Have implemented and embedded Making meetings matter	Governance Control Framework
004 - Align portfolio risk with corporate risk processes	Completed	Dec-25	ADP004 - Have implemented improved risk control, implemented and embedded the Risk Management Strategy and supporting technology / reporting capabilities	Governance Control Framework
004 - Produce a guide for managers highlighting where Impact Assessment are needed	Completed	Nov-25	ADP009 - Have fully embedded impact assessments including for Equalities, Data and environmental considerations.	Governance Control Framework
001 - Identify processes or changes that require impact assessments within organisation	Completed	Nov-25	ADP009 - Have fully embedded impact assessments including for Equalities, Data and environmental considerations.	Governance Control Framework

005 - Provide training for managers in completing Impact Assessment and using templates	Completed	Nov-25	ADP009 - Have fully embedded impact assessments including for Equalities, Data and environmental considerations.	Governance Control Framework
001 - Complete an operational management options appraisal of the leisure service.	Completed	Oct-25	ADP052 - Reviewed and agreed future operational management options for the delivery of our leisure centres	Leisure Transformation Programme
001 - Shed demolition	Completed	Oct-25	ADP035 - Addressed risks at the garage and demolition of the shed	Leisure Transformation Programme
004 - Agree Final Leisure Centre Plans as part of Ambition Arnold Masterplan	Completed	Nov-25	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	Dec-25	ADP047 - Determined the future for all our Leisure Centre sites, through Business Cases Analysis and Feasibility Studies	Leisure Transformation Programme
002 - Agree Final Arts Venue Plans as part of Ambition Arnold Masterplan	Completed	Oct-25	ADP049 - Completed a feasibility study for a theatre / cinema	Leisure Transformation Programme
002 - Agree Final Leisure Centre plans as part of Ambition Arnold Masterplan	Completed	Oct-25	ADP050 - Agreed an Outline Business Case, Design Plan and Funding Strategy for the development of new leisure and cultural facilities for Arnold Town Centre	Leisure Transformation Programme
002 - Introduce procurement clinics (internal employees)	Completed	Oct-25	ADP022 - Improved our procurement service – including having a Council wide pipeline and Plan	Smarter Working

002 - Create prioritised Training Plan and Apprenticeship Application Process	Completed	Nov-25	ADP023 - Created and rolled out a new approach to Learning and Development across the organisation, including for employees and members.	Smarter Working
---	-----------	--------	--	-----------------

PIs quarterly report Q3 2025/26

Customer Engagement

PI Code & Short Name	Ownership Portfolio Owners	Q3 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	130,000	N/A	299,000	↑		
LI052 Percentage of calls to the contact centre answered (or call back made) - 12 month rolling total	Leader of the Council	96.7%	94.0%	96.3%	↑		
LI252 Percentage of customers that are satisfied with overall customer service	Leader of the Council	98%	94%	98%	↑		
LI411 Number of customers attending outreach hubs	Leader of the Council	62	N/A	272	↓		
LI5002 Percentage of Calls to customer service answered within SLA (40 seconds)	Leader of the Council	82.6%	85%	82.6%	?		The introduction of new systems and ways of working in

PI Code & Short Name	Ownership Portfolio Owners	Q3 2025/26			Trend compared to previous quarter	Quarterly Status	Latest Note
		Value	Target	Year to Date			
							Customer Service has resulted in it taking a little longer to complete calls as we adjust. This has had an effect on the time taken to answer calls over the last quarter.
LI5003 Avoidable contact Indicator	N/A	N/A	N/A	N/A	N/A		

Environment

PI Code & Short Name	Ownership Portfolio Owners	Q3 2025/26			Latest Note
		Value	Target	Year to Date	
LI5001 Street cleanliness sampling	N/A	N/A	N/A	N/A	
LI5005 Percentage of collected bins	N/A	N/A	N/A	N/A	

Financial Services

PI Code & Short Name	Ownership Portfolio Owners	Q3 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	80.62%	73.88%	80.6%	↑	✓	.
LI017 Percentage of Business Rates Collected	Leader of the Council	82.16%	74.18%	82.16%	↑	✓	.
LI018 Percentage of Invoices paid within 30 days	Leader of the Council	98.79%	99.00%	99.05%	↓	✓	.
LI074 Housing Benefits /Council Tax Reduction Scheme time taken to process new claims	Leader of the Council	27 days	15 days	24.8 days	↑	⊘	Current resource challenges following the loss of a team leader and one administrative team member are contributing factors. Restructuring report to address these resourcing challenges has now been approved by SLT

Page 183

PI Code & Short Name	Ownership Portfolio Owners	Q3 2025/26			Trend compared to previous quarter	Quarterly Status	Latest Note
		Value	Target	Year to Date			
							with following actions to start imminently.
075 Housing Benefit Council Tax Reduction Scheme time taken to process changes in circumstances	Leader of the Council	7.3 days	5 days	13 days	↑	●	Current resource challenges following the loss of a team leader and one administrative team member are contributing factors. Restructuring report to address these resourcing challenges has now been approved by SLT with following actions to start imminently.

Housing and Resettlement

PI Code & Short Name	Ownership Portfolio Owners	Q3 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	28 wks	N/A	30 wks	↓		
Li410 Total number of family households in B&B at the end of the month	Sustainable Growth and Economy	0.3	N/A	1.4	↑		

Leisure

PI Code & Short Name	Ownership Portfolio Owners	Q3 2025/26			Trend compared to previous quarter	Quarterly Status	Latest Note
		Value	Target	Year to Date			
LI027 Number of visits to leisure centres	Health and Wellbeing Lifestyles	327,603	262,750	1,006,372	↓		
LI027f Number of attendances - Bonington Theatre	Health and Wellbeing Lifestyles	14,325	N/A	36,453	↑		

Planning and Planning Policy

PI Code & Short Name	Ownership Portfolio Owners	Q3 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	155	158	436	↑	⚠	The target has significantly increased and until new sites are allocated as part of Gedling's emerging Local Development Plan, it is unlikely the new target will be met
NI155 Number of affordable homes delivered (gross)	Sustainable Growth and Economy	22	19	82	↑	✅	
NI157a Percentage of Major planning applications processed within 13 weeks	Sustainable Growth and Economy	100.00%	92.00%	100.00%	-	✅	
NI157b Percentage of Minor planning applications processed within 8 weeks	Sustainable Growth and Economy	87.50%	86.00%	87.50%	↑	✅	
NI157c Percentage of other planning	Sustainable Growth and Economy	89.04%	80.00%	92.28%	↓	✅	

PI Code & Short Name	Ownership Portfolio Owners	Q3 2025/26			Trend compared to previous quarter	Quarterly Status	Latest Note
		Value	Target	Year to Date			
applications processed within 8 weeks							

Public Protection

PI Code & Short Name	Ownership Portfolio Owners	Q3 2025/26			Trend compared to previous quarter	Quarterly Status	Latest Note
		Value	Target	Year to Date			
PI001 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	44	13	150	↓	✓	
LI081 Level of recorded anti-social behaviour across Gedling Borough (per 1000 population)	Public Protection Portfolio	2.33	N/A	2.99	↑	📊	
LI118 Number of long term (over 12 months) empty homes in the Borough returned to use	Sustainable Growth and Economy	18	18	45	↑	✓	

PI Code & Short Name	Ownership Portfolio Owners	Q3 2025/26			Trend compared to previous quarter	Quarterly Status Latest Note
		Value	Target	Year to Date		
as a result of Gedling Borough Council intervention						
LI133 Number of fly tipping incidents reported to Gedling Borough Council	Public Protection	204	N/A	773	↑	
LI276 Percentage of food premises scoring 4 or 5 in the national food hygiene rating scheme	Public Protection	96%	95%	96%	↑	
LI346 Percentage of fly tipping incidents removed within 10 working days	Public Protection Portfolio	96.08%	98%	95.86%	↓	
LI419 Number of anti-social incidents reported to Council	Public Protection Portfolio	38	N/A	38	↑	

Workforce

PI Code & Short Name	Ownership Portfolio Owners	Q3 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) 189	Leader of the Council	15.06 days	9.00 days	15.06	↓	●	We continue to manage complex long term sickness absences. However, all measures are being taken to work with Occupational Health and staff members concerned with a view to supporting them with a return to work.

This page is intentionally left blank



Report to Overview and Scrutiny Committee

Subject: Corporate Risk Management Review Quarter 3 2025/26

Date: 9th March 2026

Author: Chief Finance and Section 151 Officer

1. Purpose of the Report

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

Recommendations:

That Members:

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

2. Background

The current Risk Management Strategy & Framework was approved and adopted by Cabinet on 28 March 2024. The Council's risk profile is tracked through the Council's risk management system, Ideagen.

All risks are scored using the scoring matrix in the framework (appendix 2) and all scores have been provided to show the gross risk (risk level at it's highest level without controls), the residual risk (the current risk score with controls) against the risk appetite score of the Council which is currently moderate, as approved within the framework.

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

The risk framework sets out the context on how risks are to be managed. It defines the key role for the Audit Committee as providing independent assurance to the Council with regard to the effectiveness of the risk management framework and the associated

control environment. This includes the monitoring of the framework and ensuring the implementation of all audit actions.

3. Corporate Risk Register

The Corporate Risk Register is a key enabler of the Strategy and Framework and provides assurance on the key risks identified as corporate risks. All risks are now monitored through the Council's Corporate Risk Board which meets every other month. Any significant risk changes raised through the board and flagged in departmental registers are then highlighted to Senior Leadership Team to determine any mitigatory actions.

There has been a lot of work on actions and movements in Departmental Risks (which are being monitored by departments) over quarter 3 which demonstrates positive engagement from risk owners. The overall Corporate Risks show five risks decreasing, none increasing and eight staying the same in Q3.

There has been a slight decrease to Risk 1 Finance. This follows the governments release of the Fair Funding review and the three-year settlement figures which gives Gedling some funding certainty for the next three financial years. Whilst the Medium-Term Plan does still have considerable risks, particularly on the later years, in the short term the budget is balanced to 2028/29 without the need for additional efficiencies (other than those already identified). The risk does remain high.

There has been a slight decrease in Risk 2 Capacity in Service Delivery. This risk increased to risk level 12 in quarter 1 due to noticeable impacts on capacity in Environmental Operations as a result of sickness both long and short term and was reflected through increases in complaints to the service. There have been significant improvements to the management of sickness absence in that area and a new Absence Management Policy was approved in Q3. There has been some improvement in capacity in this area and a reduction in complaint levels. The risk organisationally has reduced to a 9 which is positive but still higher than target as there are risks associated with capacity as a result of LGR where some key staff members have secured alternative employment in Q3.

Linked to the improvement in capacity and service delivery in waste services there has been a reduction in the Risk level of Reputational risk from a 6 to a 4. This is a result of the significant reduction in complaint levels in Q3 where there has been a 55% reduction in complaint volume in Waste Services compared to Q2 and a 77% reduction in complaints in relation to missed bins. This is a result of the huge efforts of our Waste Services team and the positive impact of Whitespace implementation which has been a cross -Council project with significant input from our Transformation and ICT teams.

There has also been a reduction in the risk level for Service Standards and Performance following a much-improved performance position in Q3 and a reduction in complaints (as previously highlighted). The risk level has reduced from 6-4. There have been a number of actions commenced or completed in quarter 3 including equality, diversity and inclusion training roll out to depot and civic staff and the creation of a new Corporate Legacy plan and Annual delivery Plan to be approved in Quarter 4.

Risk number 11 Fraud Bribery and Misconduct has also slightly reduced to reflect the actions that have been undertaken over the past 12 months, and the value for money conclusion of the external auditors which states the serious weakness which was previously unidentified no longer exists. In addition, user access for the main financial system has now been removed to the ICT department and there has been a lot of work being undertaken in departments to identify departmental fraud risks, controls and mitigations. The risk does remain high as there are still some actions that need to be completed but we hope to see this risk reduced further as actions are progressed in the final quarter on 2025/27 and going into 2026/27.

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

The Corporate Risk Register and supporting comments as at the end of December 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 3, period ending 31 December 2025

Appendix 2 - Risk Management Scoring Matrix

Appendix 3 – Risk Definitions

Statutory Officer Approval	
Approved by:	Chief Financial Officer
Date:	13 February 2026
Approved by:	Monitoring Officer
Date	13 February 20

Q3 2025/26 Corporate Risk Report



Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Risk Assessment Reporting Fields Q3 Review
CR001	Finance	12	4	6	↓	Tina Adams	This refers to the ability of the Council to meet its financial commitments and/or the scale and pace of budget cuts. This relates to income and expenditure and includes internal budgetary pressures, savings/growth considerations, external economic changes etc.	Set budget for 2026/27 and the next medium-term plan (FEB 26) Completed. Agree a set of new efficiencies for delivery (Feb 26. Completed Progress individual service budget reviews and zero-based budgeting, Waste competed PASC to be carried out in 2025-26. To be completed 2026/27 Further work on Trade waste to understand total cost of service delivery In progress. Mid-Year Review if MTFP (Oct 26) Upgrade Core Financial System and Migrate to Cloud Phase 1 (Completed)	Local Government has issued a three-year funding settlement as part of the Local Government Finance Settlement. Whilst this does not fully alleviate all funding issues, it does allow us to forecast the next three year with more certainty. The budget is balanced for the next three financial years if identified efficiencies are delivered (although there is a risk provision in place to mitigate the in-year pressure of not being able to deliver on efficiencies). In addition, there is some question over the funding provided through Extended producer responsibility as DEFRA have only confirmed funding allocations for 2026/27, however, there is a current view that this will continue. In

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Risk Assessment Reporting Fields Q3 Review
								Transfer Various Functions from Citrix based to web-based system (Phase 2 Completed)	<p>addition, the MTFP still required significant efficiencies to be delivered in the last two years of the five-year plan to maintain a balanced position. With LGR due to be implemented on 1st April 2028 all budgets will be transferred over to the new authority and Gedling will no longer exist. Whilst this will be an issue for the new authority, Gedling will commit to ensure that it remains a viable going concern prior to its dissolution and will continue to identify and deliver efficiencies to mitigate the financial impact on the new authority.</p> <p>The result of this assessment is a reduction in Financial Risk due to the funding certainty provided by the three-year settlement in the short term. however, due to the remaining risks detailed above risk remains significant in the medium term so will not reduce further at this time.</p>

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Risk Assessment Reporting Fields Q3 Review
CR002	Capacity Service Delivery	9	4	9	↓	Tina Adams; Mike Hill; Francesca Whyley	This is about ensuring that sufficient capacity is available to deliver services which meet statutory obligations, Council objectives etc and public expectation.	<p>Roll out training and awareness of changes to absence management policy with managers (MAR 26)</p> <p>Assess capacity requirement for LGR and resources needed (MAR 26)</p> <p>Increase engagement with staff on LGR process through regular briefings (Feb 26)</p> <p>Complete Succession Planning exercise across key roles (MAR 26)</p> <p>Review of one-to-one effectiveness with managers (FEB 26)</p>	<p>There has been improvement in the management of sickness absence across depot services and improvement to operations with round changes and Whitespace implementation which has improved service performance in Q3 and reduced complaints.</p> <p>A new Absence Management Policy has been approved by ACSC which will provide clearer guidance to managers on sickness absence.</p> <p>SLT are reviewing resource impacts on LGr with plans to ensure capacity is improved in Q4.</p> <p>Assistant Directors are undertaking Succession Planning assessments within their areas to address future capacity issues and how to develop other staff members into key roles.</p> <p>A new Learning and Development Plan has been agreed by ACSC.</p>

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Risk Assessment Reporting Fields Q3 Review
CR003	Health & Safety At Work	12	3	6		Francesca Whyley	This refers to Occupational Health & Safety.	<p>Actions for quarter 3 include:</p> <ul style="list-style-type: none"> • Continuation of the rollout of Reactec for arm and hand vibration monitoring with particular emphasis on cemeteries staff. (Jan 26) • Deal with identified gaps in health and safety training and inductions in Environmental services – Matrix now completed but training to be delivered. (Mar 26) • Finalise risk assessments in parks. (MAR 26) • More regular fire drills to improve response (MAR 26) 	<p>No changes to risk at Q3. There have been additional concerns raised by H and S team in relation to fire evacuations with increased drills needed to improve response times. Training of staff in Depot Services is still tracking at a high level (12) departmentally. there have been significant improvements in training, and the AD has now produced a full training matrix for all staff. Improvements are expected in Q4. Assistant Director for Environmental Operations has now qualified as Transport Manager on Operators Licence. new Lone Worker process has been developed.</p>
CR004	Environmental	12	4	9		Francesca Whyley	This refers to the environmental impact on the public – it could be	Emergency Plan review completion and sign off (MAR 26)	Activity in Q3 has included review of the Emergency Plan for sign off in Q4.

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Risk Assessment Reporting Fields Q3 Review
							related to virus type illnesses or environmental incidents such as flooding which impact on health or related to events which have an impact on the natural environment such as pollution/contamination	Emergency Planning Training session Senior Managers (Mar 26) Change to Emergency Planning standby arrangements (MAR 26)	A number of Senior Managers took part in Emergency Planning Exercises involving a pandemic in Q3 Assistant Directors reviewed Business Continuity Plans in Q3. Performance against Carbon Management Plan are on track. Completion of EP review should reduce risk level in Q4.
005 Page 199	Contractual Partnerships	12	4	6	■	Francesca Whyley	This refers to both the risks regarding partnership / contractual activities and the risks associated with the partnership / contract delivering services to the agreed cost and specification.	Agree KPI's for inclusion in Orbis contract (MAR 26) Complete Social Value Policy (JAN 26) Deliver Contract Management Training (Feb 26)	Risk level remains the same but will reduce once contract management training has completed. The social value policy and objectives were developed in Q3 with sign off by Cabinet early in Q4 following review by Overview and Scrutiny Committee. KPIs have not yet been finalised with Orbis due to a change in their management team but are now on track for completion in Q4. Performance is still being monitored and is positive.

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Risk Assessment Reporting Fields Q3 Review
CR006	Reputation	12	4	4	↓	Mike Hill; Francesca Whyley	This relates to public perception / expectation and the impact of media attention.	Ensure communications plans in place for key projects (Leisure Transformation/LGR) (Mar 26) Roll out external news updates (Q4) Effective communications plan for Garden waste Scheme Launch (Feb 26)	There has been a significant reduction in complaints to waste Services in Q3 (55% reduction) and a 77% reduction in missed bin reports. The project for garden Waste has been successful with a review of rounds. Garden waste will launch in Q4. The Communication Plans have been completed in Q3 with roll out in Q4, in particular improved internal and external communications through the creation of Gedling News.
CR007	Infrastructure Assets	16	4	9	■	Mike Hill; Francesca Whyley	This looks at the loss, protection and damage of physical assets and takes into account the need to maintain, protect, insure and plan for unexpected loss.	Asset management strategy sign off (MAR 26) Review outcome of temporary accommodation for suitability and establish maintenance programme. (MAR 26) Maintenance and compliance schedules	The Asset Management Strategy and Plan has been reviewed by internal audit. Some amends are required but this should be presented for Approval in Q4. We are expecting condition survey results back in Q4 which may impact risk level. Carlton Forum drainage remains red as a departmental

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Risk Assessment Reporting Fields Q3 Review
								to be combined across Leisure, properties and Housing. (MAR 26) Further engagement with County on drainage issues on wetside (ongoing)	risk but work with County is ongoing. This risk level reduced in Q2 but remains the same for Q3.
CR008	Legislative	12	4	6	■	Francesca Whyley	This refers to changes to and breaches of current law leading to additional workloads, fines, intervention by regulatory bodies etc.	Project Plan to be developed for future waste changes for simpler recycling March 2026 and Food Waste October 2027 (Mar 26) Prepare project plan for roll out of Martyn's Law (MAR 26) Review costings for changes to facilities once guidance published (MAR 26)	There remains outstanding action sin relation to provision of changing facilities as guidance not published as yet. This work is ongoing and expected to complete by March 2026. Preparedness for Martyn's Law is still showing as a high moderate risk. A plan to ensure preparedness should be completed in Q4. Renters Rights Act implications have been considered by SLT. Additional resource has been agreed to ensure compliance with new duties and training will be rolled out to impacted service areas with a cross-area team working on changes.

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Risk Assessment Reporting Fields Q3 Review
CR009	ICT Technology	12	4	6		Kate Lindley; Francesca Whyley	This relates not only to the impact of Internal technology failure but also changing technological demands and the ability to meet the pace and scale of change.	Start Review ICT policies (MAR 26) New intranet roll out (Feb 26)	Overall risk level remains at moderate but some positive work in Q3. Internal audit undertaken shows an improving position with cyber risk register. Recruitment has been challenging so risk has not improved. New website launched in Q3 and significant work undertaken with Whitespace and CRM which launched in Q3 lots of positive actions in Transformation space.
CR010	Projects	12	4	4		Tina Adams; Mike Avery; Kate Lindley; Francesca Whyley	This relates to the effective management of projects to achieve delivery that is on time, to budget and that meet the needs of the organisation.	Est Alignment of project risk templates with Pentana (MAR 26) Approve final Annual Delivery Plan timetable for 26/27 to align with budget process and Legacy Plan (MAR26) Review Programme Boards to align with 26/27 Annual delivery Plan (MAR 26)	A significant amount of work has been undertaken to improve data around performance on projects. All work strands now have RAID logs to track performance and risk centrally. This is being mapped into Ideagen. Overall the project risk level remains Amber. There are a number of milestones for delivery in Q4 but largely on track for delivery against

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Risk Assessment Reporting Fields Q3 Review
									Annual delivery Plan targets. Transformation projects including Whitespace and CRM remain on track. new website launched in Q3. Leisure Transformation update to cabinet in February to consider progression of Carlton Active.
CR011	Fraud Bribery Misconduct	12	4	6		Tina Adams	Relates to improper actions committed against the Council either internally or by third parties. Including frauds, bribery, money laundering and misconduct e.g., theft, falsification of timesheets.	<p>Renew Anti-Fraud Strategy - Draft Completed in discussion with Internal Audit (MAR 26)</p> <p>In progress</p> <p>Revised Departmental Fraud Risk Assessments- (Oct 2025- Match 26) In progress</p> <p>Actions for Quarter 3</p> <ul style="list-style-type: none"> • Chase up user who are overdue on renewing fraud awareness training - (SEPT 25) complete • Consider alternate training methods for front line staff - (Jan 	The External Audit value for money assessment carried out on the 2024/25 statement of Accounts stated that the serious weaknesses identified previously no longer existed. This is the result of significant work undertaken with ICT systems and processes since the fraud was identified in 2022. There does remain a couple of actions still to complete but this a much-improved position. Departments have been identifying departmental fraud risks, and this is nearing completion, with discussions being held at the Corporate Risk Board. We aim to have all

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Risk Assessment Reporting Fields Q3 Review
Page 204								<p>26) ongoing</p> <ul style="list-style-type: none"> • New Training System and Policy being Drafted to include monitoring of Mandatory Training (JAN 26) completed • Consider internal audits recommendations on Agresso user access – (December 25 reporting back to Audit Committee in March 26) still considering options • Complete update on Anti-Fraud Strategy and ensure alignment with Gedling priorities (MAR 26) nearing completion • Implement other internal audits recommendations on the anti-fraud strategy (Mar 26) in progress • Ensure new requirements of the 	<p>departmental fraud risks identified with mitigations, controls and actions in place by the end of Quarter 4 and full monitoring of these risks commencing from the first quarter in 2026/27.</p> <p>Access control of the core financial system has been implemented with ICT taking ownership of this; there is still a few actions outstanding on this as whilst the risk has decreased significantly we do still have a small number of people on site with full access.</p> <p>Work will continue to find a solution to mitigate the remaining risks.</p> <p>All employees with system access who hadn't completed or updated their counter fraud train have been chased by managers in December with a deadline to completed by the end of January. Work is now ongoing to assess the results, but at a high level it seems that 76 employees have either</p>

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Risk Assessment Reporting Fields Q3 Review
								<p>Economic crime and corporate transparency act are embedded into the anti-fraud strategy (Mar 26) • Publicise Fraud Communication on Staff Intranet - every 3 months (Complete)</p> <ul style="list-style-type: none"> • Review, revise and publicise Fraud Response Plan - (March 2026) • In Person training to be undertaken for staff who don't have access to a computer - (MAR 2026) • Forensic review of other ICT systems including Civica - (In progress - March 2026) <p>User Access review and centralisation (July 2025) - Completed for Agresso</p>	<p>completed for the first time or retaken since November 25. Any employee who still hasn't completed (Without a valid reason) will receive personal follow up communication.</p> <p>In person tailored training still needs to be delivered to front line staff, however the fraud risk with these individuals are more employee fraud and whilst they do have a financial impact are not as significant as potential fraud from the people with access to main financial, revenue & welfare systems.</p> <p>The Anti-fraud and corruption strategy rewrite is nearing completion, and will be finalised for full implementation in 2026/27, with a full action plan for 2026/27.</p> <p>For these reasons the risk has reduced slightly but remains high. Once full monitoring of departmental risks are being</p>

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Risk Assessment Reporting Fields Q3 Review
									carried out and the fraud action plan completed and monitored, the risk may reduce further depending on the individual risk assessments.
CR012	Service Standards Performance Management	9	4	4	↓	Francesca Whyley	This relates to the setting of acceptable standards and levels of output for a service area and the processes put in place to ensure these are delivered and managed appropriately	Approve Annual delivery Plan for 2026/27	Improvement in risk level in Q3 Equality, Diversity and Inclusion training rolled out and to continue in Q4 Legacy Plan developed for 2026-28 and Annual delivery Plan to be approved in Q4 Significant reduction in complaints compared to Q2 55% reduction in waste services and overall reduction across the organisation also 203 compliments received. Action in relation to Revenues and Welfare staffing proposals for restructure approved so should improve KPI performance in Q4
CR013	Information Data	12	4	9	■	Kate Lindley; Francesca Whyley	Security - this relates to physical and IT security on site and in-transit or inappropriate disclosure	Review Register of Processing Activity in line with audit recommendations (SEP	There are a number of actions to complete around ROPAs, Records and Retention Policies and DPIAs. Moving into LGR

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Risk Assessment Reporting Fields Q3 Review
							of information.	<p>26) Training on new IDV policy (MAR 26) Review ISP (commence MAR 26)</p> <p>Review Retention policies (FEB 26)</p> <p>Review DPIA processes and raise awareness (FEB 26)</p>	<p>this is going to be increasingly important. Actions captured elsewhere in respect if IS Policies. No change in overall risk but further work to be undertaken to mitigate risk in Q4. Identification and Verification processes in place but need training roll out.</p>

This page is intentionally left blank

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

This page is intentionally left blank

APPENDIX 3 – RISK DEFINITIONS

LIKELIHOOD

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

IMPACT

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

		<ul style="list-style-type: none"> • Death or life-threatening injury
3	Serious Consequences	<p>The consequences are sufficiently serious to require attention by Cabinet and/or full Council:</p> <ul style="list-style-type: none"> • Loss of key assets or services for an extended time period. • Longer term impact on operational efficiency or performance of the Council or crucial service areas • Financial loss, additional costs or loss of assets which would need a Council decision as the scale of the loss would be outside the Council's budget & policy framework. • The risk would destabilise the Council in the short term. • The intended objectives are unlikely to be met leading to negative impact on the Council's reputation and a significant number of complaints. • Will lead to attention for regulators and External Auditors for a significant time. • Major accident/injuries (but not life-threatening)
2	Moderate/ Disruptive	<p>The consequence is sufficient to require attention by Leadership Team and cannot be managed within a Service Area</p> <ul style="list-style-type: none"> • Significant loss, delay, or interruption to a service. • Medium term impact on operational efficiency or performance • Financial loss, additional costs or loss of assets that is within the Council's budget & policy framework but needs a Statutory Officer decision, Leadership Team decision, Cabinet decision or needs to be drawn to Cabinet's attention. • The risk will cause some elements of the objective to be delayed or not achieved, causing potential damage to the organisation's reputation. • May attract medium to short term attention of legislative or regulatory bodies. • Significant complaints • Serious accident / injury (but not life threatening)
1	Minor/Non-Disruptive	<p>The consequences can be dealt with as part of the normal day-to-day business by the Team Manager and the Head of Service:</p> <ul style="list-style-type: none"> • Minor loss, delay, or interruption to services • Short term impact on operational efficiency or performance • Negligible financial loss • The risk will not substantively impede the achievement of the objective, causing minimal damage to the organisation's reputation.

		<ul style="list-style-type: none">• No or minimal external interest.• Isolated complaints• Minor accident / injury
--	--	--

This page is intentionally left blank



Report to Overview and Scrutiny Committee

Subject: Scrutiny work programme

Date: 9 March 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 2026/27 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
- Welcome and warm spaces update.
- AI Policy update
- Review of effectiveness of hybrid working.
- Review of public parks

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 26/27 year

Overview and Scrutiny Committee work programme 2026/27

	Programme of portfolio holding to account	Performance review	Reports/items at committee	Current reviews/responses	Suggestions for partner performance reviews
9 Mar 2026	Councillor Lynda Pearson (Confirmed)	Risk Management Update Q3 25/26 Gedling Plan Q3 25/26		Call-in review for Executive Decision on Carlton Active at 19 February 2026	
27 July 2026 (Date TBC)	Councillor Henry Wheeler (TBC)		Welcome and Warm Spaces Update	Review of effectiveness of hybrid working	
28 September 2026 (Date TBC)	Councillor David Ellis (TBC)				
18 November 2026 (Date TBC)	Councillor John Clarke (TBC)				
18 January 2027 (Date TBC)	Councillor Kathryn Fox (TBC)				
Rolling issues			Rural area links – public transport offerings AI Policy Update April/May 2026	Review of Gedling Plan and performance priorities/projects Review of public parks	

This page is intentionally left blank