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Gedling Borough Council

Civic Centre,
Arnot Hill Park,
Arnold,
Nottinghamshire,
NG5 6LU

Agenda

Cabinet

Date:	**Wednesday 19 November 2025**
Time:	**2.00 pm**
Place:	**Council Chamber**

For any further information please contact:

Democratic Services

committees@gedling.gov.uk

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Cabinet

Membership

Chair	Councillor John Clarke
Vice-Chair	Councillor Jenny Hollingsworth

Councillor David Ellis
Councillor Kathryn Fox
Councillor Viv McCrossen
Councillor Marje Paling
Councillor Lynda Pearson
Councillor Henry Wheeler

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Responsibility of committee:
Cabinet is the meeting of all executive members. The Executive will carry out all of the local authority's functions which are not the responsibility of any other part of the local authority, whether by law or under the Constitution. Cabinet Portfolios are detailed within Section 6, Part 9 of the Council's Constitution.

AGENDA

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1	**Apologies for Absence.**	
2	**To approve, as a correct record, the minutes of the meeting held on 09.10.25**	5 - 7
3	**Declaration of Interests.**	
4	**Forward Plan** Report of the Democratic Services Manager.	9 - 14
5	**Ambition Arnold** Report of the Assistant Director of Economic Growth and Regeneration.	15 - 293
6	**Greater Carlton Long Term Plan for Neighbourhoods** A report of the Assistant Director of Economic Growth and Regeneration.	295 - 441
7	**Gedling Plan Quarter 2 Performance 2025/2026 report** A report of the Assistant Director of Digital, Data and Technology.	443 - 469
8	**Leisure Management Options** A report of the Assistant Director of Communities, Leisure & Wellbeing.	471 - 570
9	**Any other items the Chair considers urgent.**	

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MINUTES
CABINET

Thursday 9 October 2025

Councillor John Clarke (Chair)

Present:	Councillor Jenny Hollingsworth	Councillor Marje Paling
	Councillor David Ellis	Councillor Lynda Pearson
	Councillor Kathryn Fox	Councillor Henry Wheeler
	Councillor Viv McCrossen	

Officers in Attendance: M Hill, F Whyley, T Adams, M Avery, D Reason, S Troman and L Squires

35 APOLOGIES FOR ABSENCE.

No apologies for absence were received.

36 TO APPROVE, AS A CORRECT RECORD, THE MINUTES OF THE MEETING HELD ON 25.09.2025.

RESOLVED:

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

37 DECLARATION OF INTERESTS.

None.

38 FORWARD PLAN

Consideration was given to a report of the Democratic Services Manager, which had been circulated prior to the meeting, detailing the Executive’s draft Forward Plan for the next four month period.

RESOLVED:

To note the report.

39 ARTIFICIAL INTELLIGENCE (AI) POLICY

The Assistant Director of Digital, Data and Technology circulated a report prior to the meeting to seek Cabinet approval for the implementation of an AI Policy for Gedling, and to seek cabinet approval that any future decisions on changes to the policy be delegated to the

Assistant Director of Digital, Data and Technology in conjunction with the relevant portfolio holder.

RESOLVED:

THAT:

1) Cabinet approve the implementation of an AI Policy for Gedling Borough Council.

2) Cabinet delegate future decisions on changes to the policy to the Assistant Director of Digital, Data and Technology in conjunction with the relevant Portfolio holder.

40 GEDLING BOROUGH STATEMENT OF COMMUNITY INVOLVEMENT OCTOBER 2025

The Planning Policy Manager circulated a report prior to the meeting to seek approval of the revised Gedling Borough Statement of Community Involvement October 2025.

RESOLVED:

That:

1) Cabinet adopt the attached Statement of Community Involvement October 2025.

41 NOTTINGHAM AND NOTTINGHAMSHIRE LOCAL NATURE RECOVERY STRATEGY

The Assistant Director of Development circulated a report prior to the meeting to confirm the Council is content for Nottinghamshire County Council to publish the Nottingham and Nottinghamshire Local Nature Recovery Strategy and to note and implement the Strategy

RESOLVED:

THAT:

1) Cabinet confirm that there were no objections to Nottinghamshire County Council publishing the Nottingham and Nottinghamshire Local Nature Recovery Strategy.
2) Cabinet note the content of the Nottingham and Nottinghamshire Local Nature Recovery Strategy.

42 ANNUAL REPORT OF SENIOR INFORMATION RISK OWNER 2024/25

The Deputy Chief Executive and Monitoring Officer circulated a report prior to the meeting to present a report on behalf of the Senior Information Risk Owner providing an annual review of activities in respect of information management and data security.
Additionally, the Deputy Chief Executive and Monitoring Officer sought approval of the Identification and Verification Policy which provides guidance to officers on how customer's identification should be verified.

RESOLVED:

THAT Cabinet:

1) Note the Annual Report on behalf of the Senior Information Risk Owner.

2) Approve the Identification and Verification Policy at Appendix 2.

43 COMPLAINTS AND COMPLIMENTS 2024-2025

The Deputy Chief Executive and Monitoring Officer circulated a report prior to the meeting inform Members of the receipt of the Annual review letter from the office of the Local Government and Social Care Ombudsman (LGSCO) and the complaints dealt with by the Council through the internal complaint's procedure during the year 2024/25.

RESOLVED:

THAT Cabinet:

1) 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.

44 ANY OTHER ITEMS THE CHAIR CONSIDERS URGENT.

None.

The meeting finished at 2.56 pm

Signed by Chair:
Date:

Gedling Borough Council

FORWARD PLAN

FOR THE PERIOD 1 NOVEMBER 2025 TO 29 MAY 2026

This Forward Plan sets out the details of the key and non-key decisions which the Executive Cabinet expect to take during the next six months.

The current members of the Executive Cabinet are:

Councillor John Clarke – Leader of the Council and Portfolio Holder for Corporate Resources and Performance
Councillor Jenny Hollingsworth – Deputy Leader and Portfolio Holder for Sustainable Growth and Economy
Councillor David Ellis – Portfolio Holder for Public Protection
Councillor Kathryn Fox – Portfolio Holder for Life Chances and Vulnerability
Councillor Marje Paling – Portfolio Holder for Environmental Services (Operations)
Councillor Lynda Pearson – Portfolio Holder for Communities and Place
Councillor Viv McCrossen – Portfolio Holder for Climate Change and Natural Habitat
Councillor Henry Wheeler – Portfolio Holder for Lifestyles, Health and Wellbeing.

Anyone wishing to make representations about any of the matters listed below may do so by contacting the relevant officer listed against each key decision, within the time period indicated.

Agenda Item 4

Description of the decision	Date decision is expected to be taken and who will take the decision?	Responsible Officer	Documents to be considered by the decision maker	Cabinet Portfolio	Open / Exempt (and reason if the decision is to be taken in private) Is this a Key Decision?
Burton and Station Road development options To assess the potential development of the Burton and Station Road sites	**6 Nov 2025 Cabinet**	Paul Whitworth, Assistant Director - Housing and Resettlement	Officer Report	Portfolio Holder for Sustainable Growth and Economy	Part exempt Paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972 Yes
Ambition Arnold To seek approval of design work to regenerate land at Arnold Leisure Centre, with delivery subject to significant funding either from government, private investors of a combination of the two.	**6 Nov 2025 Cabinet**	Nathan Wall, Assistant Director - Economic Growth and Regen	Officer Report	Portfolio Holder for Sustainable Growth and Economy	Part exempt Paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972 Yes
Gedling Plan Q2 Performance 2025/2026 report To inform Cabinet in summary of the position against Improvement Actions and Performance Indicators in the 2023-27 Gedling Plan at the end of Quarter 2 of 2025/26.	**6 Nov 2025 Cabinet**	Dan Reason, Assistant Director - Digital, data and technology	Officer Report	Portfolio Holder for Corporate Resources and Performance	Open No
Council Tax Reduction Scheme Consultation The purpose of this report is to seek approval to consult on proposed changes to the operation of the Council's Council Tax Reduction Scheme.	**12 Nov 2025 Council**	Andrew Solley, Assistant Director | Revenues & Welfare Services	Officer Report	Leader of the Council	Open Yes
Leisure Management Options For Cabinet to agree the future operational model for the Leisure service.	**20 Nov 2025 Cabinet**	Lance Juby, Assistant Director of Communities, Leisure & Wellbeing	Officer Report	Portfolio Holder for Lifestyles, Health and Wellbeing	Open Yes

Description of the decision	Date decision is expected to be taken and who will take the decision?	Responsible Officer	Documents to be considered by the decision maker	Cabinet Portfolio	Public / Exempt (and reason if the decision is to be taken in private) Is this a key decision?
Greater Carlton Long Term Plan for Neighbourhoods To seek approval of the Regeneration Plan and 4 Year Investment Plan	**20 Nov 2025 Cabinet**	Nathan Wall, Assistant Director - Economic Growth and Regen	Officer Report	Leader of the Council	Open Yes
Local Government Reorganisation To discuss and agree the submission of the final proposal for LGR in Nottinghamshire.	**26 Nov 2025 Council Cabinet**	Mike Hill, Chief Executive	Officer Report	Leader of the Council	Open Yes
Fees and Charges 2026/27 To determine the level of fees and charges for 2026/27 in accordance with the Corporate Charging Policy.	**11 Dec 2025 Cabinet** **21 Jan 2026 Council**	Scott Anderson, Finance Business Partner	Officer Report	Leader of the Council	Open No
Community Infrastructure Levy (CIL) Non- Parish Funding – Local Infrastructure Schedule, Project Assessments and Proposed Funding Allocations To seek approval for the commencement of a four-week public consultation on the projects shortlisted to receive CIL Neighbourhood Funding in the ‘CIL Non-Parish Funding - Local Infrastructure Schedule, Project Assessments and Proposed Funding Allocations document.	**11 Dec 2025 Cabinet**	Lewis Widdowson, Planning Officer	Officer Report	Portfolio Holder for Sustainable Growth and Economy	Open Yes
Infrastructure Funding Statement 2024/25 To provide Members with information on the monies collected through the Community Infrastructure Levy (CIL) and Section 106 Planning Obligations, how they are administrated and future expenditure priorities in relation to the	**11 Dec 2025 Cabinet**	Lewis Widdowson, Planning Officer	Officer Report	Portfolio Holder for Sustainable Growth and Economy	Open Yes

Description of the decision	Date decision is expected to be taken and who will take the decision?	Responsible Officer	Documents to be considered by the decision maker	Cabinet Portfolio	Public / Exempt (and reason if the decision is to be taken in private) Is this a key decision?
monies collected. To seek approval for the publication of the Infrastructure Funding Statement for 2024/25 attached in Appendix A.					
Council Tax Reduction Scheme The purpose of this report is to seek approval for the adoption of the Council's Council Tax Reduction Scheme for 2026/27.	**21 Jan 2026 Council**	Andrew Solley, Assistant Director | Revenues & Welfare Services	Officer Report	Leader of the Council	Open Yes
Review of Polling Districts, Places and Stations - St Albans Parish For Council to approve a new scheme of Polling Districts, Polling Places and Polling Stations following the review process across the current parish of St Albans	**21 Jan 2026 Council**	Emma McGinlay, Democratic Services Manager	Officer Report	Leader of the Council	Open No
Budget Monitoring and Virement Report – August to November 2025 To update Cabinet on the forecast outturn for Revenue and Capital Budgets for 2025/26. To request approval from Cabinet for the changes to the budget as set out in this report.	**29 Jan 2026 Cabinet** **4 Mar 2026 Council**	Tina Adams, Chief Finance Officer & S151 Officer, Scott Anderson, Finance Business Partner	Officer Report	Leader of the Council	Open Yes
Prudential Code Indicator Monitoring 2025/26 and Treasury Activity Report for the period ended 30 November 2025 To inform Members of the performance monitoring of the 2025/26 Prudential Code Indicators, and to advise Members of the Treasury activity as required by the Treasury Management Strategy.	**29 Jan 2026 Cabinet** **4 Mar 2026 Council**	James Goodall	Officer Report	Leader of the Council	Open Yes

Description of the decision	Date decision is expected to be taken and who will take the decision?	Responsible Officer	Documents to be considered by the decision maker	Cabinet Portfolio	Public / Exempt (and reason if the decision is to be taken in private) Is this a key decision?
Housing Strategy 2025-2030 The Housing Strategy set out Gedling Borough Councils vision and priorities for housing in the Borough over the next five year period.	**29 Jan 2026 Cabinet**	Paul Whitworth, Assistant Director - Housing and Resettlement	Officer Report	Portfolio Holder for Sustainable Growth and Economy	Open Yes
Boroughwide Houses in Multiple Occupation update To give Cabinet an overview of the volume of HMOs across the borough	**29 Jan 2026 Cabinet**	John Krawczyk, Assistant Director - Development	Officer Report	Portfolio Holder for Sustainable Growth and Economy	Open No
General Fund Revenue Budget 2026/27 This report sets out the revenue budget for 2026/27 which aligns to the Gedling Plan priorities, objectives and priority actions for the Council for the forthcoming year.	**19 Feb 2026 Cabinet** **4 Mar 2026 Council**	Scott Anderson, Finance Business Partner	Officer Report	Leader of the Council	Open Yes
Capital Programme and Capital Investment Strategy 2026/27 to 2030/31 This report summarises: a) The proposed Capital Investment Strategy for 2026/27 to 2030/31. b) The proposed Capital Programme for 2026/27 through to 2028/29 for approval, and the indicative Capital Programme for 2029/30 and 2030/31, and c) The Flexible Use of Capital Receipts Strategy 2026/27.	**19 Feb 2026 Cabinet** **4 Mar 2026 Council**	Scott Anderson, Finance Business Partner	Officer Report	Leader of the Council	Open Yes
Prudential and Treasury Indicators and Treasury Management Strategy Statement (TMSS) 2026/27 To present for Members' approval the Council's Prudential Code Indicators and Treasury Strategy for 2026/27, for referral to Full Council on 4 March 2026.	**19 Feb 2026 Cabinet** **4 Mar 2026 Council**	James Goodall	Officer Report	Leader of the Council	Open Yes

Description of the decision	Date decision is expected to be taken and who will take the decision?	Responsible Officer	Documents to be considered by the decision maker	Cabinet Portfolio	Public / Exempt (and reason if the decision is to be taken in private) Is this a key decision?
Gedling Plan Quarter 2 Performance 2025/2026 report To inform Cabinet in summary of the position against Annual Delivery Plan Actions and Performance Indicators at the end of Quarter 2 of 2025/26	**19 Feb 2026 Cabinet**	Dan Reason, Assistant Director - Digital, data and technology	Officer Report	Portfolio Holder for Corporate Resources and Performance	Open No
Council Tax 2026/27 This report summarises the Council’s General Fund Revenue Budget for 2026/27. The report also includes information about the Council’s external funding support and sets out the basis from which decisions can be made regarding the Council Tax level for 2026/27.	**4 Mar 2026 Council**	James Goodall	Officer Report	Leader of the Council	Open Yes
Business Case for Revised Cemetery Opening Hours	**26 Mar 2026 Cabinet**	Sarah Troman, Andrew Burgin, Julie Snowdon	Officer Report	Portfolio Holder for Climate Change and Natural Habitat	Open Yes
Adoption of Local Labour Agreement SPD To adopt Local Labour Agreement SPD	**21 May 2026 Cabinet**	Jo Gray, Planning Policy Manager	Officer Report	Portfolio Holder for Sustainable Growth and Economy	Open Yes

Gedling Borough Council

Report to Cabinet

Subject: Ambition Arnold, RIBA Stage 2 plans and outline business case for the redevelopment of Arnold North.

Date: 06 November 2025

Author: Director of Place

Wards Affected

All

Purpose

To seek approval of the RIBA stage 2 plans for a new leisure centre, arts centre (including theatre and cinema) and library, and outline business case in readiness for future funding bid submissions or opportunities. To also note the outcome of the public consultation that shaped their development.

Key Decision

No

Recommendation(s)

THAT CABINET:

1. **Approves the RIBA Stage 2 plans and outline business case in support of a new arts centre (including a theatre and cinema), leisure centre and library for the purposes of supporting any future funding opportunities.**
2. **Notes the findings of the public consultation on the RIBA stage 2 plans which have been considered as part of the final plan proposals.**

1 Background

1.1 In 2022 the Council approved a budget of £200,000 to support the development of a town centre masterplan and feasibility works, branded Ambition Arnold.

1.2 The approval was based upon the understanding that to address the issues of decline in Arnold town centre a strategic masterplan was required on which to base a robust scheme for improvements that are deliverable and commercially and economically viable. The strategic plan providing a framework for future development and leveraging funding and investment. As well as improvement to the town centre it was recognised in conjunction with the evolving Strategic Leisure Review that any emerging plan needed to address the issue of ageing leisure facilities in the northern end of Arnold.

1.3 In 2023 the Council appointed, through the SCAPE framework, Wilmott Dixon, to undertake the Ambition Arnold masterplan and relevant feasibility works to RIBA stage 2 (concept designs).

1.4 In November 2023, the Council was successful in securing an additional £150,000 One Public Estate Programme 10 funding to extend and support the wider Ambition Arnold project.

1.5 Wilmott Dixon's supply chain includes Leonard Design Architects who were appointed to undertake a masterplan exercise. Ambition Arnold's Visionary Masterplan was approved by Cabinet on the 12th of December 2024 (Appendix 6) following extensive consultation with residents and stakeholders.

1.6 Following approval, internal engagement took place with the leisure and theatre teams supported by specialist consultancy advice to determine the Council's specific requirements for leisure provision in Arnold Town Centre. The engagement was coordinated by Willmott Dixon and Leonards Design Architects to develop plans for an arts centre (including theatre) and Leisure Centre. Engagement also took place with Nottinghamshire County Council and Inspire to consider how the existing Arnold Library could be redeveloped as part of the ambitious proposals.

1.7 Draft RIBA stage 2 plans were prepared by Leonard Design Architects taking on board feedback from the engagement workshops and other technical advice relating to planning and highway matters.

1.8 In May 2025 the Portfolio Holder for Growth and Regeneration approved a period of public and stakeholder engagement to support the development of the RIBA stage 2 plans. The consultation took place from 27 May 2025 to 1 July 2025. The five-week consultation included an online survey as well as two drop-in sessions during which staff were available to explain the proposals and answer questions. The plans were also presented to various stakeholder groups including the Gedling Borough Developer Forum and were available for public inspection and engagement at the Arnold Sunner fayre Event at Arnot Hill Park. The consultation was promoted in the Council's Contacts magazine which is distributed to each household in the Borough.

Findings of the consultation

1.9 There were 301 respondents and the majority (68%) thought that overall, the regeneration proposals were right for Arnold. 19% of respondents disagreed and 14% selected the ‘Not sure’ option. The comparatively high percentage of respondents, from 70% to 90%, agreed with the following regarding the transformation of Arnold:

- Promoting the identity and heritage of our community though art and cultural events in both the art centre and the square
- The cinema/ theatre with comfortable seats, good layout and a wider programme would attract more visitors
- A bigger pool and modern facilities within the leisure centre is needed.
- Some outdoor space like a community garden or dedicated play area next to the library would enhance the leisure use and dwell time.

1.10 In their comments, the respondents most frequently mentioned their suggestions that the swimming pool should include a spectators’ seating area to view swimming competition. The most frequently mentioned concern relates to anti-social behaviour in the area and therefore consider it necessary to engage with and provide facilities for young people. A full summary of the survey results and a detailed analysis is included at Appendix 1. The details of the survey undertaken in 2024 are included at Appendix 2.

Leisure Strategy – Interventions

1.11 The Strategic Case for the Ambition Arnold programme sets out a compelling rationale for regenerating Arnold’s northern town centre. Arnold urgently requires intervention to replace failing facilities, boost health and wellbeing, and reinvigorate its declining town centre.

1.12 The updated Indoor Built Facilities Strategy, developed alongside the Leisure Strategy, also provides a detailed review of the Council’s leisure centres - their condition, performance and future role within the portfolio. Its purpose is to ensure that Gedling has the right facilities, in the right places, operating on a financially sustainable basis.

1.13 The Leisure Strategy identified Arnold as one of the Borough’s two strategic hubs, with a large and growing catchment that includes more deprived communities where affordability and accessibility are critical. Demographic analysis showed strong demand for swimming and fitness but highlighted that the existing wet and dry facilities are split across two sites at Arnold Leisure Centre and Redhill Leisure Centre, creating duplication, inefficiency and higher operating costs. The Indoor Built Facilities Strategy therefore recommends progressing with the Ambition Arnold project to deliver a new consolidated leisure centre in the town centre, replacing the existing split-site provision.

RIBA stage 2 plans

1.14 The design development for Arnold North has been guided by extensive consultation with key stakeholders and the Leisure Strategy, with a strategic focus on delivering a new leisure centre, arts centre including theatre/cinema, library and public square. The preferred scheme was progressed on the basis that the existing dental practice (159 Front Street) and adjoining retail units on Front Street (155-157 Front Street) would be removed to enable comprehensive redevelopment of the site and creation of the new public square, if it is viable for the Council to purchase the additional sites. Should the Council be unable to acquire these sites, to ensure that the scheme remains deliverable, two further design options have been prepared and these are referred to as options A and B. Full details of the plans may be viewed in Appendix 3.

The Preferred Scheme

1.15 Central to the design of the preferred scheme is the creation of a new public square, providing a substantial frontage onto Front Street and establishing a high-quality environment for the theatre/cinema and arts venue, leisure centre and library.

1.16 The preferred scheme is structured around the creation of a generous new public square at the northern end of Front Street. This space provides a substantial civic frontage, establishing a clear focal point and offering a setting that can support community, cultural events, and day-to-day activity.

1.17 The square has been carefully positioned and proportioned to connect directly with Front Street, drawing people into the heart of the development whilst also improving permeability between the site and its uses. This will help to create a safe environment addressing concerns raised in the consultation about anti-social behaviour.

1.18 By arranging the new theatre/cinema and arts venue, leisure centre and library around the square, the scheme ensures that the principal entrances face onto this shared space. This maximises activity, natural surveillance, and opportunity for interaction, ensuring the square becomes an animated and welcoming destination.

1.19 This option was identified as the preferred scheme as it allows the theatre/cinema and arts venue, leisure centre and library to be delivered in phases, allowing for flexibility in delivery and funding

- Phase 1: Demolition of the former Working Men’s Club and disused retail units, enabling the first phase of public realm and delivery of the new theatre/cinema and arts venue.

- Phase 2: Demolition of 155, 157 and 159 Front Street, with the new leisure centre and library delivered around the public square (both current facilities will remain operational until replacement facilities are complete).

- Phase 3: Demolition of the existing library and leisure centre, and provision of further public realm and green spaces. This phase provides fully accessible routes across the site and improved links to High Street and Druids Tavern car park.

1.20 The existing facilities can remain in operation during construction, ensuring continuity of service throughout the build programme.

1.21 The preferred option enables a right-sized public square to be established to reinforce the vitality of the town centre and create a civic heart by arranging the buildings to open directly onto the square, animating and activating the space throughout the day. It allows for step-free connections between Front Street and High Street, which can be provided through accessible ramps, potentially allowing for level access across the site in later phases. Less active frontages, such as theatre/cinema boxes and leisure centre service areas, are positioned to the rear, maximising active frontage onto the square. The arrangement also creates a large, clear development site to the north of the library, offering potential for future community uses or residential development to help meet the Borough’s housing demand.

Option A

1.22 Option A has been developed to demonstrate how the scheme would function if the dental practice were retained, while still delivering the arts venue incorporating a theatre and cinema space, leisure centre, public square and improved connectivity across the site. In this scenario, the existing library is also retained, with works undertaken to reconfigure the public realm around the library and the relocation of key service infrastructure (such as the plant room). This scheme can still be delivered in phases allowing an arts venue (incorporating a theatre and cinema provision) to be delivered in a first phase, following the demolition of the former Working Men’s Club and disused retail units.

1.23 In this option, the library’s existing substation is relocated to the north of the library, enabling demolition of the current substation and bridge link. The dental practice remains in situ, allowing for opportunities to enhance the southern elevation through planting or artwork. Although the ‘community garden’ element is lost, green space can be maintained around the existing library.

1.24 Retaining the dental practice reshapes the southern edge of the site and reduces flexibility in creating a fully open public realm, but the option still enables delivery of the new leisure centre, theatre/cinema, and a significant public square. This scenario balances continuity of services and a reduced land acquisition risk, whilst also offering scope for creative frontage on the wall of the retained dental practice to maintain a coherent town centre.

Option B

1.25 Option B has been developed to demonstrate a scenario where both the existing dental practice and adjoining retail units are retained. As with Option A it permits the early delivery of the Arts Centre, the existing library is also kept in situ, with associated works to adapt the public realm, relocate the plant room, and maintain continuity of service. This option establishes a more constrained site boundary for the new theatre/cinema and arts venue, leisure centre and public square, but enables the scheme to progress without further property acquisition.

1.26 In this option, the library's existing substation is relocated to the north of the library, enabling demolition of the current substation and bridge link. Both the dental practice and retail units remain in situ, allowing for opportunities to enhance the southern elevation through planting or artwork. Although the 'community garden' element is lost, green space can be maintained around the existing library. The remainder of the masterplan, including the theatre/cinema and arts venue and leisure centre, is delivered within the adjusted site boundary, with a reconfigured and reduced public square.

1.27 The civic square would be compromised by the existing properties in Front Street, but these could be acquired at some point in the future to create a public square and enhance the street scene.

Outline Business Case

1.28 The analysis confirms that Options A and B only partially meet the ambitions of the Outline Business Case (Appendix 4) and the adopted Arnold Vision (Appendix 6).

1.29 Option A provides a balanced compromise, delivering new leisure and cultural assets and a civic square of useful scale, but losing the library upgrade, greening, and full urban design benefits.

1.30 Option B is the most deliverable but also the most compromised, reducing the civic square, retaining outdated buildings, and failing to address key urban design and civic pride issues.

1.31 Both options are preferable to the "Do Nothing" scenario and provide credible mitigations should land assembly stall. Yet they remain sub-optimal compared with the Preferred Scheme. The clear conclusion is that full land assembly and delivery of the comprehensive preferred scheme should remain the priority. Options A and B should be seen as fallback positions, offering deliverability at the expense of transformational impact.

1.32 A full economic case has been developed for each of the options. It considers capital costs, operating positions, monetised benefits, and benefit-cost ratios, ensuring that the Council has a robust and comprehensive understanding of the economic implications of all potential delivery routes.

1.33 The economic appraisal has been completed in accordance with HM Treasury Green Book guidance. The assessment focuses on a set of short-listed options that were deemed realistic and deliverable. Each option has been appraised over a 30-year period, with all costs and benefits discounted to 2025 prices to ensure comparability. Optimism bias has been applied to capital costs to reflect early-stage uncertainty.

1.34 Economic costs include both the one-off capital costs of delivery and the ongoing operating position of the new facilities. Capital costs capture land assembly, construction, fit-out, demolition, professional fees and risk allowances. Operating costs reflect the net subsidy or surplus associated with each facility in steady state, meaning the difference between revenues (for example, leisure memberships or cinema tickets) and expenditure (including staffing, utilities and maintenance). Taken together, these inputs provide the net additional cost to the public sector under each option when compared against the “do nothing” baseline.

1.35 The Preferred Option, which assumes full land assembly, remains the strongest and most transformational outcome. It creates a generous civic square, introduces a new library alongside the arts venue and leisure centre, delivers new green space, and maximises wider land value uplift. Economically, it secures the highest benefit–cost ratio (2.80) and achieves the most comprehensive alignment with the adopted Arnold Vision. Financially, while requiring the most significant capital outlay and grant support, it offers the most straightforward pathway to long-term sustainability, removing the current £876k annual leisure subsidy for Arnold and Redhill and delivering a net operating surplus even after borrowing costs.

1.36 Option A, which retains the dental practice but acquires the adjoining retail units, performs as a credible mitigation should full assembly not be possible. It delivers most of the cultural and leisure benefits and maintains a public square of comparable size, albeit without new library provision or community garden. Its value-for-money performance is strong (BCR of 2.36), but the scheme is less ambitious, offering fewer public realm and land value benefits than the Preferred Option.

1.37 Option B, which retains both the dental practice and retail units, represents the most constrained approach. While still removing the existing subsidy and delivering a positive BCR (1.90), it results in a smaller, less visible public square, no new library, no green space, and a weaker urban design outcome. Although still better than the Do Nothing or Do Minimum options, it falls short of the aspirations embedded in the Arnold Vision.

1.38 Overall, the Addendum (included at Appendix 5) confirms that the Preferred Option should remain the Council’s priority. Options A and B provide viable fallbacks but are ultimately compromises that reduce the transformational impact of the regeneration programme.

2 Proposal

2.1 The findings of the Leisure Strategy and public consultation undertaken in May - June 2025 and the earlier consultation in July – August 2024 to inform the visionary masterplan support the RIBA stage 2 plans and outline business case. These were updated following consultation to include reference to the feedback received from the public and stakeholders.

2.2 The RIBA stage 2 plans and Outline Business case provides a vision for interventions that will address the decline of Arnold North as supported by the Council's Leisure Strategy and the public consultation. The plans provide a framework for interventions that will encourage increased footfall into Arnold North through a mix of new and enhanced services and facilities which will stimulate the local economy and diversity of the leisure offer. It provides a vision for streetscapes that are accessible to all, appealing, green, and safe that provide opportunities for events and markets to support a vibrant town centre that draws upon its cultural heritage whilst supporting local businesses and instilling civic pride.

2.3 The RIBA stage 2 drawings form the basis of further design work for a new leisure centre, arts centre incorporating theatre and cinema, civic square and library (should it be possible to implement the preferred scheme) to improve the physical appearance and amenities of the town, provides open and safe pedestrian areas, access to green spaces and public realm improvements. The proposals would also improve and enhance access to leisure, cultural and other services and facilities within the town whilst safeguarding public transport links and recognising the importance of town centre parking provision which is unreduced. It is proposed that the RIBA stage 2 drawings and outline business case are formally approved to support future funding opportunities.

2.4 As set out in the financial implications section of this report, there is a void that exists between detailed design and funding, and the Council currently has no budget allocated to this scheme which requires a substantial grant award to make it a viable project.

3 Alternative Options

Do Nothing

3.1 Although the Council has the option of not approving the RIBA stage 2 drawings and supporting Outline business case, the Council has undertaken a public and stakeholder consultation exercise which has received positive support.

3.2 The design work and outline business case provide a basis and framework for future investments and funding to ensure the long-term viability, sustainability, and prosperity of Arnold Town Centre. Therefore, a "do nothing" option would fail to take advantage of using the design work and outline business case to shape the future of the town and its leisure offer.

4 Financial Implications

4.1 The cost of the design work and development of the outline business case was within approved budgets for this work. There are no immediate financial implications arising from the approval of the plans. Delivery of the ambitious proposals can only progress if supported by external funding and the financial implications arising from any proposal would need to be fully assessed through a full business case and subsequent approvals.

4.2 An Outline Business Case has been prepared which includes an economic case and financial modelling for a number of options including the preferred option and options Option A & B. The financial modelling has been undertaken on a set of assumptions around users, income, potential facilities mix, sources of funding and the revenue costs of borrowing for each option. Whilst these assumptions have been based on best available information to date it should be noted that these assumptions may change as the scheme progress.

4.3 Whilst the financial model indicates that the preferred option and both Options A & B are financially viable (based on the assumptions set out in the economic case), the financial position is predicated on a significant amount of funding coming forward which has not yet been identified.

4.4 Not only does this funding require significant grant income but also a sizable amount of borrowing will be required by the Council. As stated above the financial model suggests that the borrowing can be repaid by income based on a number of assumptions, however as the scheme progresses the financial modelling and assumptions will need to be reviewed at regular intervals to ensure the scheme remains financially viable and can cover the costs of borrowing that will be needed. Although based on a number of assumptions, it is important to have an early economic case at this stage; in order to be successful in any funding opportunities that may arise, the Council needs to be in a position to be able to effectively demonstrate the financial and economic case for redevelopment, as well as having proposals at a stage where they can mobilise quickly. Once funding is identified, the scheme will only progress if the revised economic case confirms affordability and long-term financial viability.

5 Legal Implications

5.1 There are no direct legal implications arising through the approval of the RIBA stage 2 drawings and outline business case. Further approval will be required for any full business case, should grant funding be secured. Advice would also need to be sought on any ongoing procurement requirements. As part of the development of the plans, consultation has been undertaken. The Council has to have regard to the outcome of the consultation when considering plans.

6 Equalities Implications

6.1 An Equality Impact Assessment has been prepared to support this report and may be found at Appendix 7. Whilst there will be physical changes made to the public realm, these will be positive in nature, making the public realm and leisure facilities easier to access and use. The scheme of improvement works has been developed to meet the needs of persons with protected characteristics, taking account of feedback received during the public consultation. Furthermore, the enhanced layout and new surfacing of the car park, pedestrian areas and public realm will make the area more accessible for the elderly and persons with a disability or mobility issues.

6.2 The Council must comply with the public sector equality duty under section 149 of the Equality Act 2010. Consultation has been undertaken with a wide range of people and this has enabled the Council to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it by encouraging participation in public life and enabling wide ranging views to shape the future of Arnold North.

7 Carbon Reduction/Environmental Sustainability Implications

7.1 The Ambition Arnold RIBA stage 2 plans include a number of opportunities for investment to support carbon reduction and environmental sustainability in the construction of the new buildings and open civic spaces. A number of sustainable design features can be incorporated into the proposals, helping to mitigate the environmental impact of the scheme’s construction and use. A Carbon Impact Assessment has been completed and is included at Appendix 8.

8 Appendices

8.1 Appendix 1 – Ambition Arnold Survey results 2025.

8.2 Appendix 2 – Ambition Arnold Survey results 2024.

8.3 Appendix 3(i) – RIBA Stage 2 Plans for the Preferred Approach, Option A and Option B

Appendix 3(ii) RIBA Stage 2 Plans

8.4 Appendix 4 – Outline Business Case.

8.5 Appendix 5 – Outline Business case Addendum Report.

8.6 Appendix 6 - Ambition Arnold Visionary Masterplan.

8.7 Appendix 7 - Equality Impact Assessment (EIA).
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8.8 Appendix 8 – Carbon Impact Assessment (CIA).

9 Background Papers

9.1 Leisure Strategy.

10 Reasons for Recommendations

10.1 To bring Members up to date with the proposal and the works undertaken so far.

10.2 To ensure that evidenced proposals are available to support any future funding opportunities which may arise.

Statutory Officer approval

Approved by:
Date: 08 October 2025
On behalf of the Chief Financial Officer

Approved by:
Date: 08 October 2025
On behalf of the Monitoring Officer

Ambition Arnold Survey results 2025

Natasha Radovanovic

Performance and Insight Manager

Background and methodology

Gedling Borough Council has been developing a bold, long-term vision for Arnold town centre through the Ambition Arnold programme, which includes proposals to transform Arnold Leisure Centre and Bonington Theatre into modern, high-quality facilities that would support culture, wellbeing and economic vibrancy. While funding has not yet been secured for this project, the Council has been exploring opportunities to attract investment and was seeking the views of local communities to help shape the vision.

The consultation on the proposals to transform Arnold took place from 27 May 2025 to 1 July 2025. This five-week consultation process included an online survey as well as two drop-in sessions during which staff were available to explain and answer any questions regarding the aspirations of the project and if needed, support the completion of the questionnaire.

Main highlights

The majority of 68% of all respondents thought that overall, the regeneration proposals were right for Arnold. 19% of respondents disagreed and 14% selected the ‘Not sure’ option.

The comparatively high percentage of respondents, from 70% to 90%, agreed with the following regarding the transformation of Arnold:

Promoting the entity and heritage of our community though art and cultural events in both art centre and the square

The cinema/ theatre with comfortable seats, good layout and a wider programme would attract more visitors

A big pool and modern facilities within the leisure centre

Some outdoor space like a community garden or dedicated play area next to the library

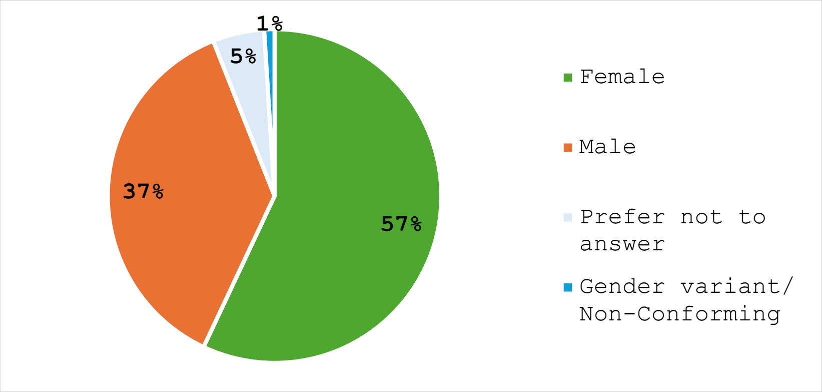
In their comments, the respondents most frequently mentioned their suggestions that the swimming pool should include a spectators’ seating area to view swimming competition.

The most frequently mention concern relates to anti-social behaviour in the area and therefore consider it necessary to engage with and provide facilities for young people.

Profile of the respondents

There were 301 responses to this survey. The highest proportion of respondents declared themselves as female (57%), age between 35 to 54 (41%), belonged to the group of English, Welsh, Scottish, Northen Irish or British ethnic group (85%), did not belong to any religion (48%), did not have any disability (77%) and declared themselves as straight/ heterosexual (81%).

Gender identity



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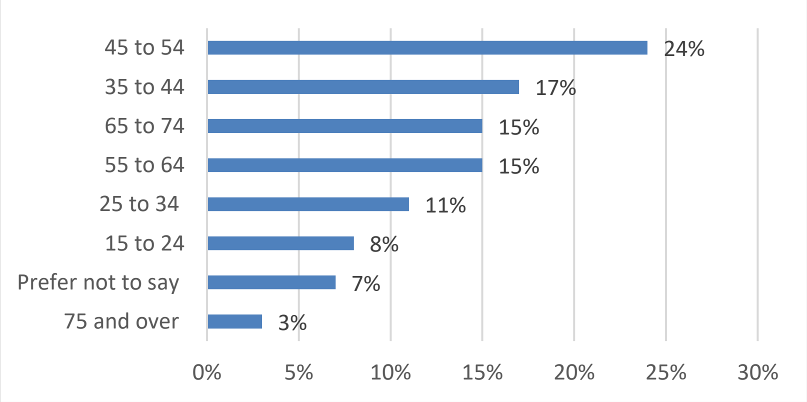
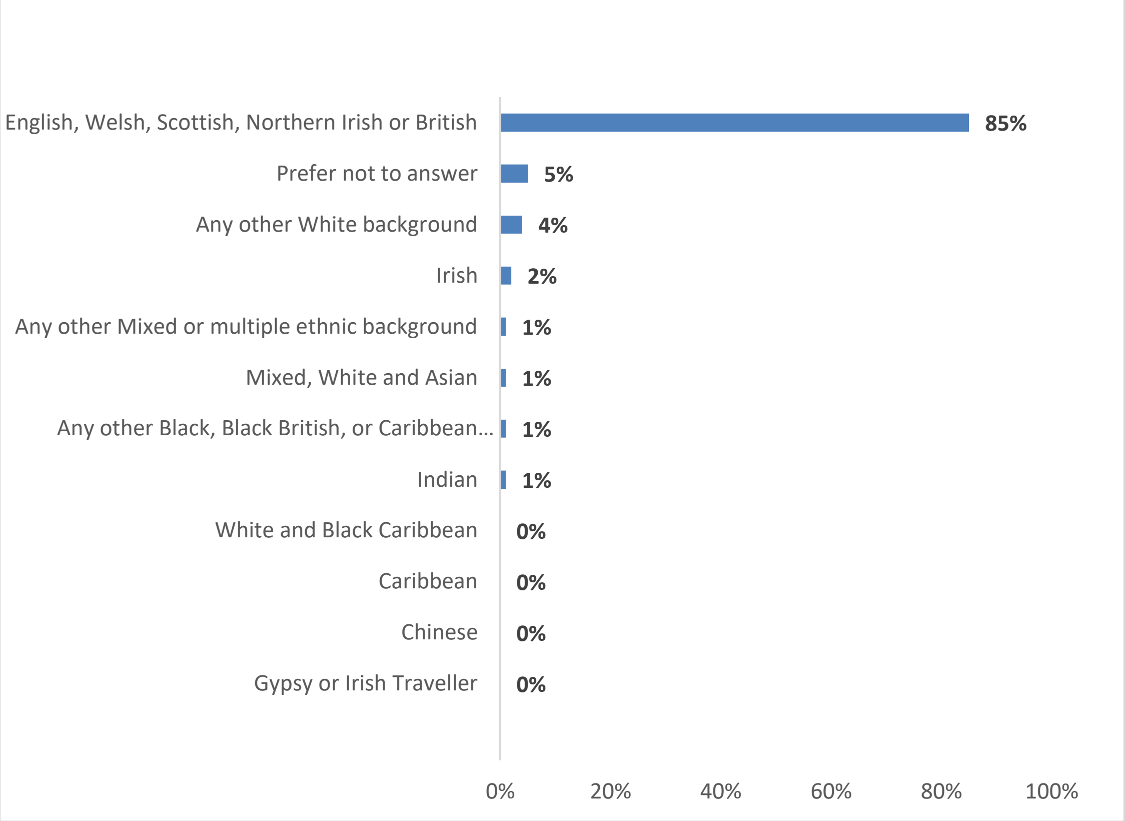
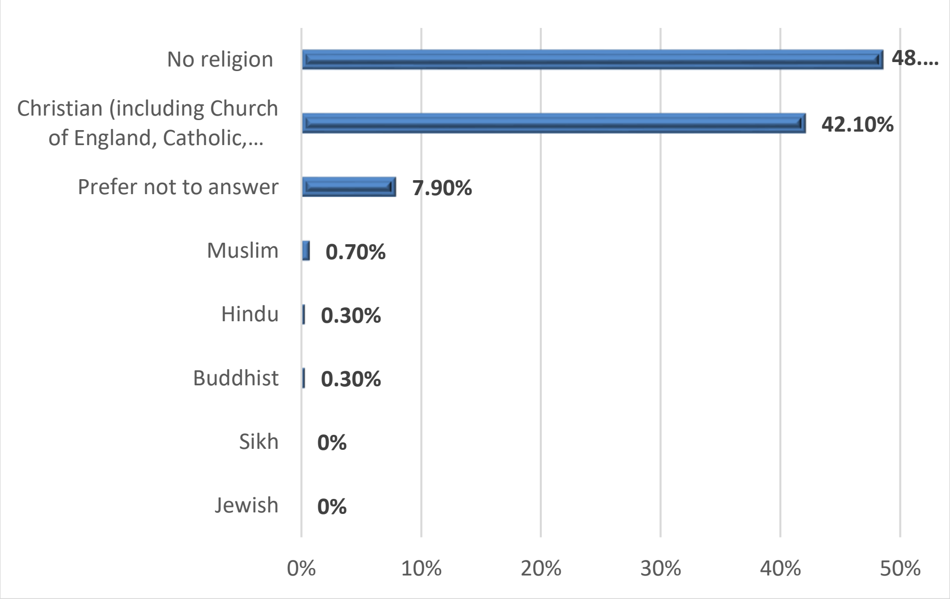


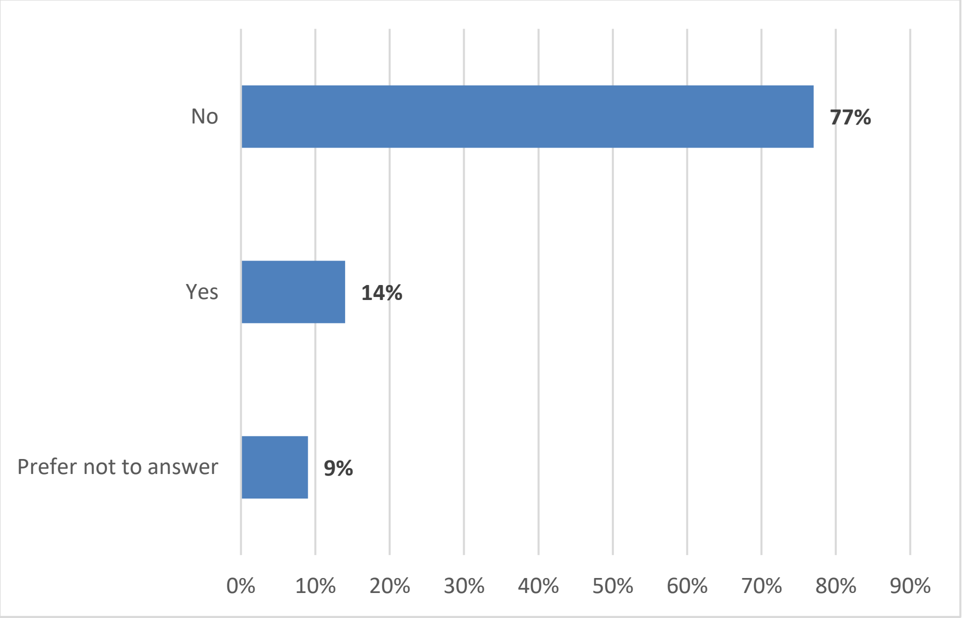
Ethnicity



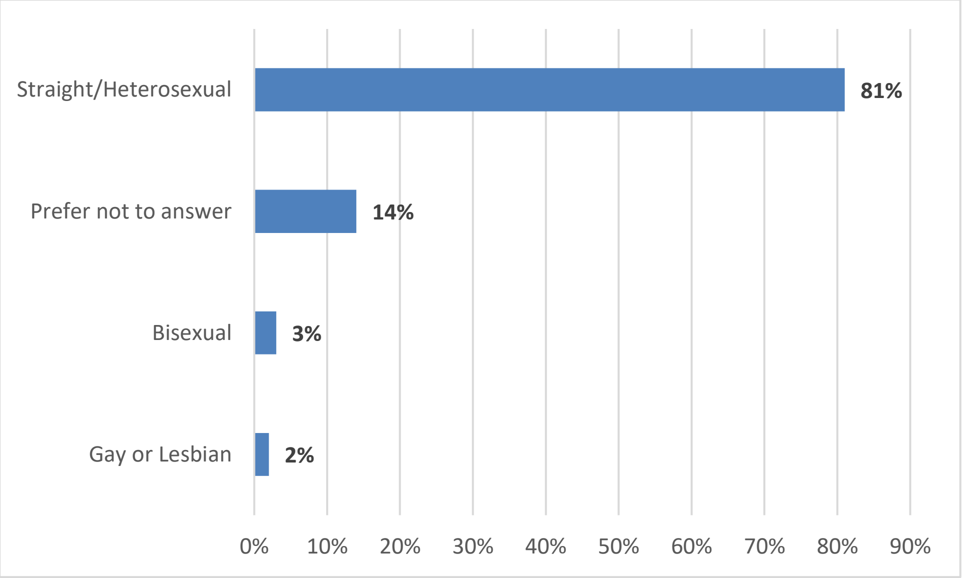
Religion



Respondents who have disability



Sexual orientation



Results analysis

301 respondents completed the questionnaire that included 18 statements about Arnold Town Centre regeneration proposals. The respondents were asked to select a level of their agreement/disagreement with those statements (Please see **Appendix A** for more detailed analysis). The questionnaire also included a free text question, for any general comments to be included.

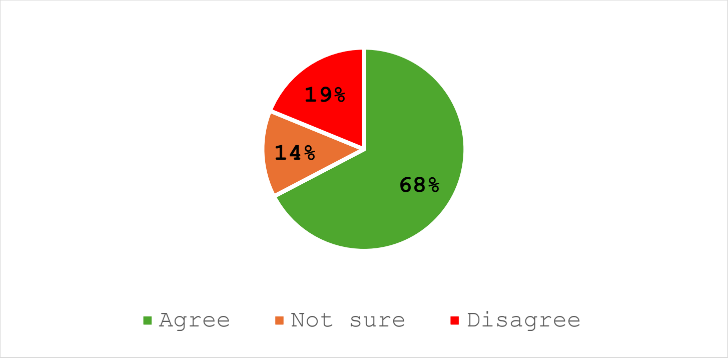
In this report both quantitative and free text (qualitative) responses to this consultation were categorised within the **S** (Strengths), **W** (Weakness), **O** (Opportunities) and **T** (Threats) matrix. The aim of this approach is that by using the residents,' community groups and partners' views within this matrix, it is possible to establish the following:

- Strengths and Weaknesses analysis that allow a clear distinction between the views on what aspects of Arnold as a place and the development proposals are considered to be positive and what aspects would need more consideration and possible improvements.

- Opportunities and Threats analysis that allow the council to consider suggestions on how to continue and shape work in this area and also raises awareness of the risk associated with this work, which can be identified in advance and therefore be avoided.

1. Strengths

The majority of 68% of all respondents thought that overall, the regeneration proposals were right for Arnold. 19% of respondents disagreed and 14% selected the 'Not sure' option.



A comparatively high proportion of respondents, in the range of 70% to 90%, agreed with the following statements in the questionnaire:

About the arts venue:

- Comfort (e.g. comfortable seating, good layout) is important to me when I visit the cinema or theatre.) (90%)
- A wider events programme including cinema and theatre programme would encourage me to visit the theatre more often or to visit the theatre for the first time (81%)
- This would be a great place to see artwork that promoted the identity and heritage of our community (75%)
- This would be an ideal place to hold community cultural events in the town centre (75%)

About the public square:

- This would be a great place to see murals that promoted the identity and heritage of our community (78%)

About the leisure centre:

- A big pool with modern facilities is what a new leisure centre in Arnold needs (74%)

About the library:

- I think some outdoor space like a community garden or dedicated play area connected to the library and its programmes would be a valuable addition to the library offer (73%)

In addition to these quantitative results, there was a number of comments regarding the positive view about the proposals.

Some examples include the following statements:

‘There is a thriving artist community in Arnold, and this would provide somewhere to showcase local talent’

‘A refreshed theatre would be great addition to the area, as we have started to use the cinema at Bonnington, as it is local and convenient for us at a great price.’

‘I think the new facilities would be a fantastic idea and help the town centre feel like something more luxury.’

‘Murals and artwork are a good idea.’

2. Weaknesses

Comparatively higher percentage of respondents disagreed with the following statement in the questionnaire:

- If there were a gym facility in Arnold leisure centre, I would use it. (29%).
- If I could access wellbeing sessions or other healthcare programme for example reducing stress, quit smoking support groups or health checks) at Arnold leisure centre, I would be interested in attending them. (27%)

There were also some concerns regarding a need for Primary Care related services, included the fact that the proposals were not aligned with the NHS 10 years plan. (‘Fit for Future’ plan)

The fact that usable toilets were not available in the area seemed to be overlooked in the proposals.

Empty shops should also be considered in the plan.

The consultation was conducted midweek, which did not allow those who worked during the week to attend the consultation events.

Some examples include the following statements:

‘More needs to be done about the empty shops to encourage quality brands to Arnold rather than charity shops and vape shops’

‘Arnold really needs accessible toilets at the market end of the town and the top end of town.’

3. Opportunities

The comments that relate to the opportunities were in connection to:

Building a new modern multi storey car park

Considering an inspiring and visually attractive look of Arnold

Considering new shops and businesses

Investing in activities for young people that would potentially prevent anti-social behaviour; working closely with young people (local youth organisations) to further develop this plan

Creating additional safe spaces that could be used in partnership with local charities to provide counselling and therapy sessions

Enabling the swimming pool to be suitable for swimming competition. This should include spectators' seating areas.

Improving access to facilities for disabled people

Including ecologically and financially efficient features to the premisses (e.g. triple glazing, heat pumps and solar panels).

Some examples include the following statements:

'Building something which people can take pride in visually, will age well (i.e., not cheap, gimmicky) and with posterity in mind will do so much for our town which is currently largely uninspiring and run down. It would be a great shame if something were built which looks very bland and utilitarian.'

'Looking at the proposals for the swimming pool, tiered spectator seating is needed to enable competitions to be held.'

'As long as the local services like buses are increased to all areas to cover the changes or the car park will need to be thought of more as when I've been to the centre the "other" car parks are full.'

4. Threats

In their comments respondents mentioned certain risks and considered them important when planning the future for Arnold town centre:

A high level of anti-social behaviour in the area; large open areas might attract anti-social behaviour and littering

Parking capacity is not sufficient for a large number of visitors

The plan included too many elements for a small space

Some examples include the following statements:

‘If an outdoor space was created it would need to be monitored often to ensure it is staying clean and not attracting anti-social behaviour.’

‘Unfortunately, we are seeing what feels like a rise in antisocial behaviour and I would have concerns that it may be seen as an opportunity for vandalism and antisocial behaviour.’

Ambition Arnold Survey results 2024

Natasha Radovanovic

Customer Insight Officer

Ambition Arnold survey results

Background and Methodology

The Council has embarked on an exciting journey to breathe new life into Arnold Town Centre and approved a budget of £200,000 to support a town centre plan.

A consultation was launched in July and August 2024 for Ambition Arnold, a vision that could transform and improve the area and potentially secure future investment in the town.

The vision prioritises accessibility, inclusion, and community pride, aligning with the council's vision for a vibrant town centre. The project is intended to develop a framework for interventions that will enhance the town and ensure its long-term sustainability thereby supporting business, jobs, and access to services for the Arnold and wider Gedling communities

In line with the council's commitment to Net Zero by 2030, the proposal also focuses on energy efficiency, green spaces, cycling routes, public transport enhancements, and EV charging facilities.

The vision addresses key challenges and lay out the groundwork for securing external funding.

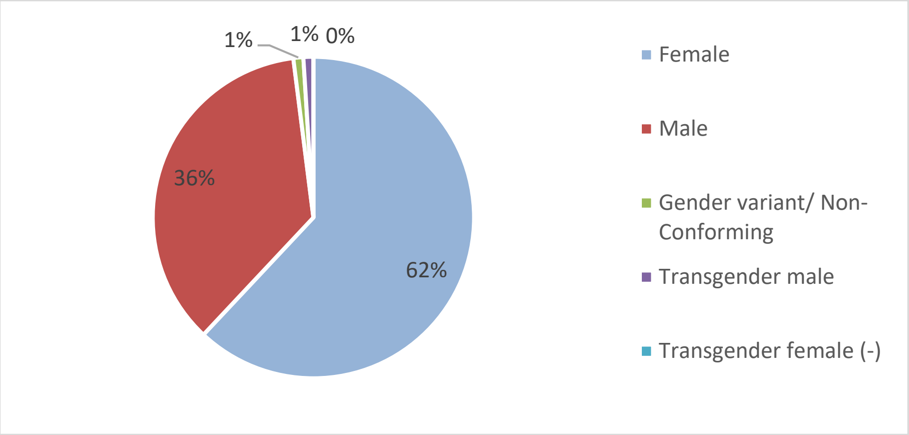
The consultation enabled residents and local businesses to have their say. It was available online and during two face-to-face events held at the Library in Arnold where participants were encouraged to review the detailed vision and provide their feedback by completing a questionnaire.

A number of partner agencies also took part in this consultation. (for a full list of partners please see Appendix A).

The Council approved a budget of £200,000 to support the development of a town centre plan and was also awarded £150,000 from One Public Estate (OPE) programme to support the feasibility studies to determine how Arnold Town Centre could be improved.

Profile of the respondents

Gender identity



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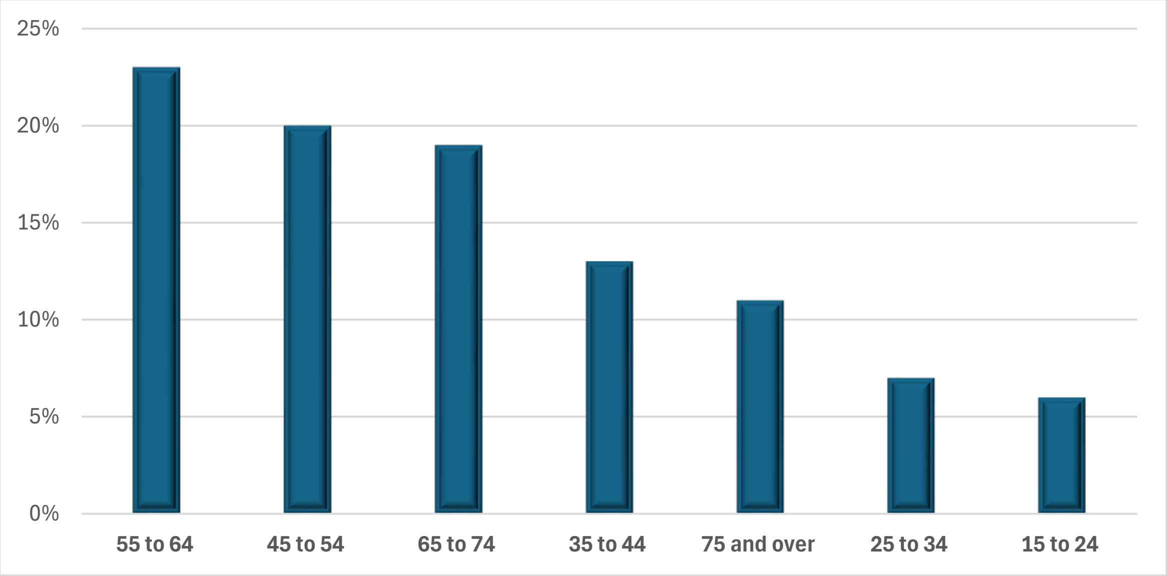
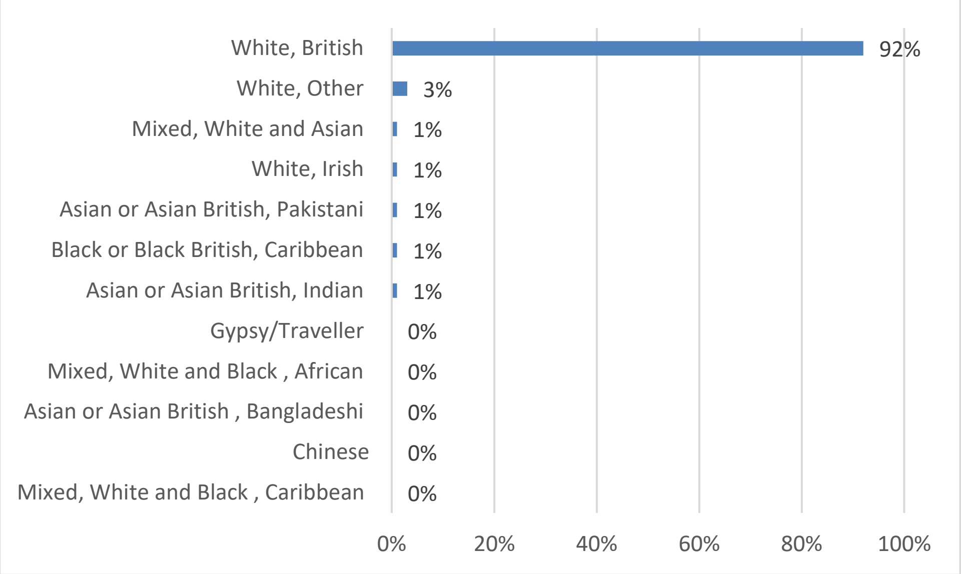
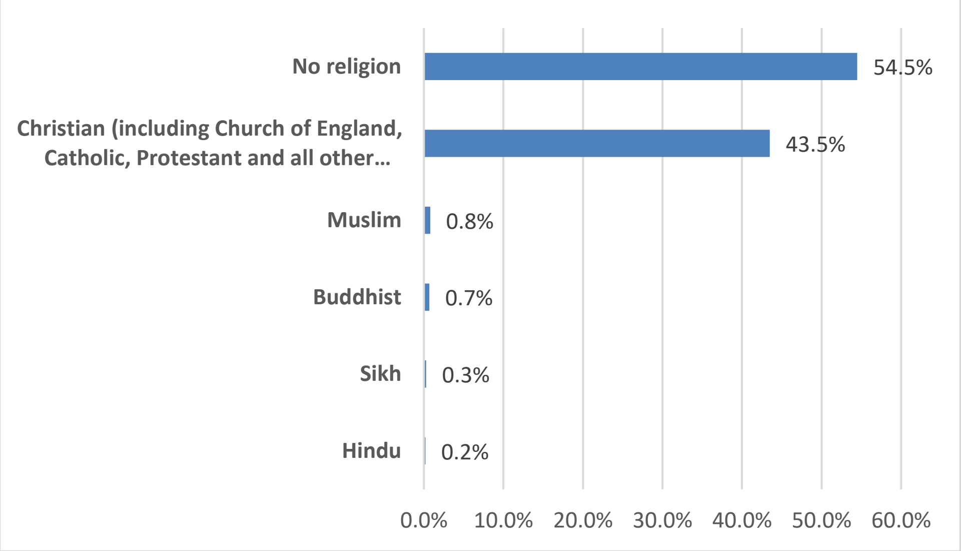


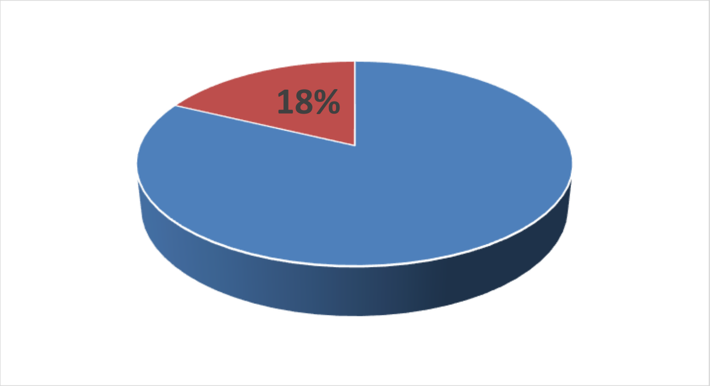
Ethnicity



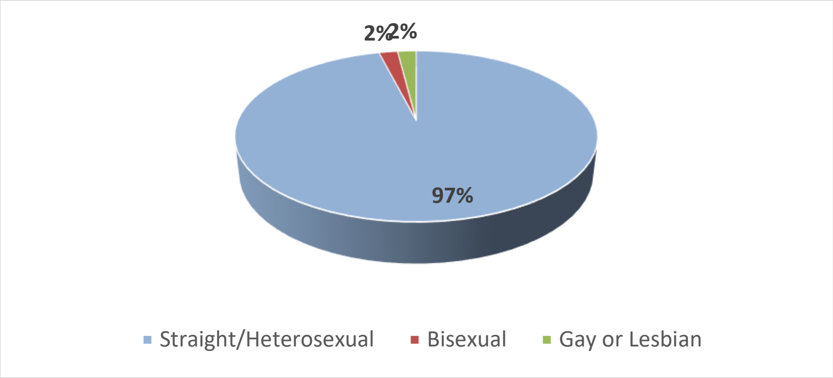
Religion



Respondents who have disability



Sexual orientation



Results analysis

652 respondents completed the questionnaire that included 18 statements about Arnold Town Centre. Respondents were asked to select a level of their agreement/disagreement to those statements (Please see **Appendix B** for more detailed analysis). The questionnaire also included two free text questions.

In this report both quantitative and free text (qualitative) responses to this consultation were categorised within the **S** (Strengths), **W** (Weakness), **O** (Opportunities) and **T** (Threats) matrix. The aim of this approach is that by using the residents,' community groups' and partners' views within this matrix, it is possible to establish the following:

- Strengths and Weaknesses analysis that allow a clear distinction between the views on what aspects of Arnold as a place and the development proposals are considered to be positive and what aspects would need further improvements.

- Opportunities and Threats analysis that allow the council to consider suggestions on how to continue and shape work in this area and also raises awareness of the risk associated with this work, which can be identified in advance and therefore be avoided.

1. Strengths

Comparatively high percentage, in the range of 92% to 80% of respondents agreed with 44% of all statements in the questionnaire:

- Arnold town centre feels tired and is in need of investment (92%)
- A more diverse and wider range of shops would attract more shoppers to Arnold town centre (88%)
- The shopping environment could be more appealing by having a distinct character including more attractive shop fronts to enhance the shopping environment (86%)
- The town would benefit from a focus on improving the regular market and more events for the community to engage with (84%)
- There should be investment to improve the pedestrian experience and to make the town feel safe during the day and evening and a more welcoming place to walk around (87%)
- The town benefits from good public transport links (86%)
- Improving facilities in the parks across the wider town centre to encourage the community to use them and the town more (84%)
- Improving the appearance of the town. (92%)

Some of the free text responses are relating to the respondents welcoming the proposals and some examples of those statements are:

‘I fully support your Ambition Arnold project. It is long overdue.’

‘Arnold is a nice place to live but sadly many places have become tired and in need of repair, it would be great to see Arnold Town centre refreshed and rejuvenated.’

2. Weaknesses

Particular weaknesses of Arnold town centre that the respondents frequently mentioned and that were not included in the quantitative part of the questionnaire, were:

- Anti-social behaviour in the area:

‘Stop youths riding up and down on bikes, being in gangs and intimidating people.’

‘Discourage youths on bikes with balaclavas.

‘Arnold doesn't feel safe to walk through at night and sometimes even during the day.’

It might be that this association between the bike riding and anti -social behaviour contributed to the comparatively low level of respondents (38%) who thought that ‘‘Providing better access for cyclists in the town centre is important.’

- The lack of addressing all disability related needs in the area:

  ‘Disability awareness - level pavements, better road crossings, level shop access, avoid unnecessary street furniture, mobility, sight, hearing.

  but also, invisible disabilities – Autism - too much sensory input if lots of 'decoration' and clutter.

  Medical safety points - defibrillator, stop the bleed stations.’

3. Opportunities

The most frequently listed improvements respondents thought Arnold should prioritise going forward were:

Retail outlets

- To reduce vacant units and provide a wider variety of shops that would allow more interesting shopping experience and attract more people to visit Arnold.

Feedback examples:

‘More diverse shops, attractive shop fronts’

‘Provide a more attractive shopping environment by improvements to the buildings.

‘Cleaner better shop fronts’

Safety

- To consider better provision for young people and increased police presence:

Feedback examples:

‘Ideas are ambitious, but focus must be on youth, there is nothing for them to do, that’s why we have a lot of antisocial behaviour.’

‘Provide a good Youth Centre.’

‘More police or PCSO presence to tackle anti-social behaviour.’

‘More CCTV and lighting could help.’

Outdoor community spaces:

- To provide more green areas:

Feedback examples:

‘More meeting spaces/green spaces’

‘More activities and spaces geared towards young families.

‘Green meeting spaces’

Facilities

- To provide more parking areas and increasing the free parking time

Feedback example:

‘Better parking facilities across the town centre’

- To improve Leisure centre

Feedback example:

> ‘Modernise leisure centre.’

- To improved toilets

Feedback examples:

> ‘Toilets for all, opened and cleaned regularly.’
>
> ‘Toilet facilities including accessible toilets with hoist and change facility.’

4. Threats

In their comments respondents mentioned certain risks and considered them important when planning the future for Arnold town centre.

- Not to lose local heritage by keeping the old building

Feedback examples:

‘It is my opinion that we should preserve Arnold town buildings in their current state as it is.’

‘The town's buildings are part of the history of my life in Arnold. I do not seek change for change’s sake’

- To deliver only practical and realistic development projects

Feedback examples:

‘You do not need to 'over-develop' areas, people also need open and calm environments. Need to ensure anything that is implemented can be realistically and easily maintained so it doesn't become an eyesore or dangerous.’

‘The benefits of more green areas have to be weighed against potential loss of footfall.’

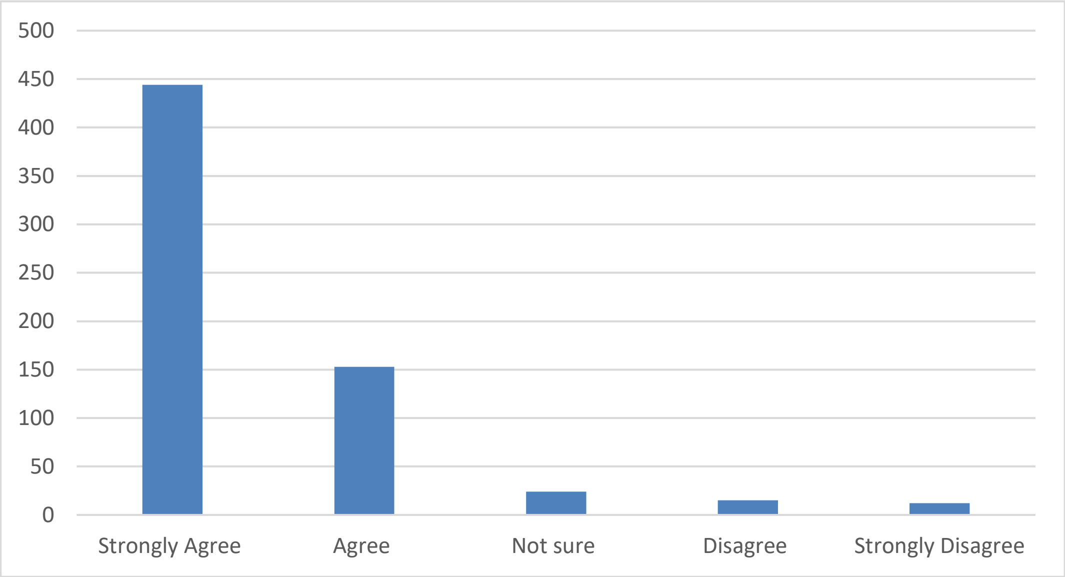
‘Put an end to jobsworth schemes and ensure if money is spent well thought through and value for money.’

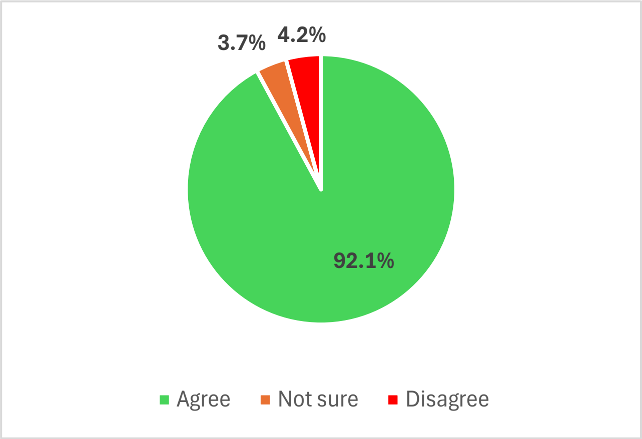
Appendix A - AMBITION ARNOLD CONSULTEES

Young People	Health and Wellbeing	Community Groups	Partners
Redhill Youth Club	Arnold Health Centre and GP's	Pakistan Centre	Burton Joyce Parish Council
Redhill School	Dental Practices in Arnold	Hindu Temple	Calverton Parish Council
Arnold Hill School	Clinical Director and Primary Care Network Managers,	Syrian Group	Colwick Parish Council
Christ the King School		Community Centres	Bestwood Village Parish Council
Colonel Frank Seeley		Seniors Council	Lambley Parish Council
Carlton Le Willows Schools		Caribbean Elders	Linby Parish Council
The Youth Council		Voluntary and Community Group Newsletter.	Papplewick Parish Council
			Ravenshead Parish Council
			St. Albans Parish Council
			Stoke Bardolph Parish Council
			Woodborough Parish Council
			The Police Architectural Liaison Officers
			Nottinghamshire Fire Service
			Nottinghamshire Libraries
			Gedling Business Forum
			E-Shot
			Developer Forum
			Business Advisors
			Retail Advisors
			Nottinghamshire County Council
			The Environment Agency
			Ramblers Association

Appendix B - Quantitative responses analysis

1. Arnold town centre feels tired and is in need of investment.

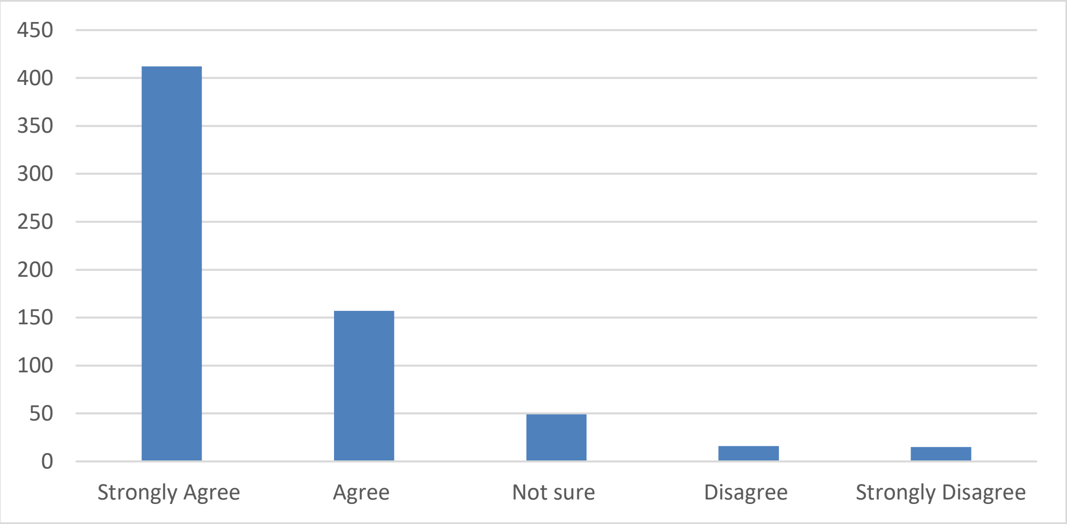


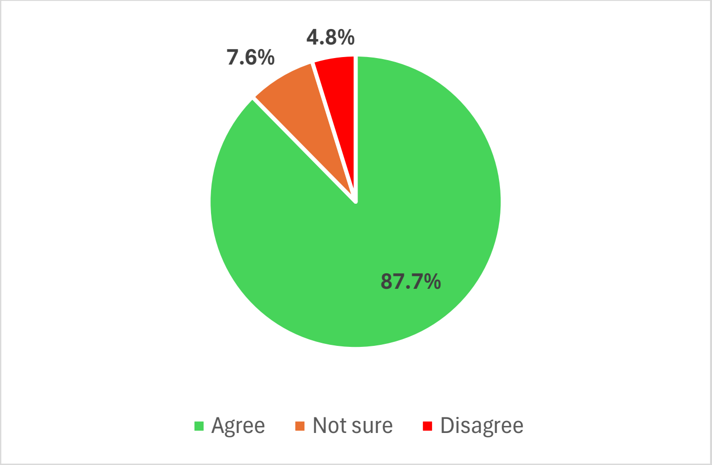


Agree = Strongly agree + Agree
Disagree = Strongly disagree + Disagree

Strongly Agree	444	68.50%
Agree	153	23.60%
Not sure	24	3.70%
Disagree	15	2.30%
Strongly Disagree	12	1.90%

2. A more diverse and wider range of shops would attract more shoppers to Arnold town centre

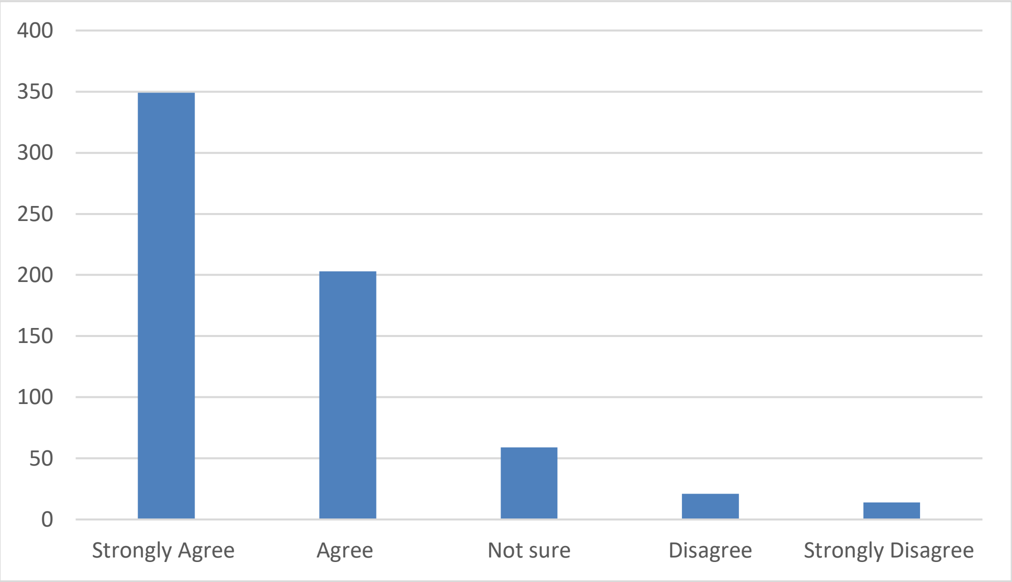


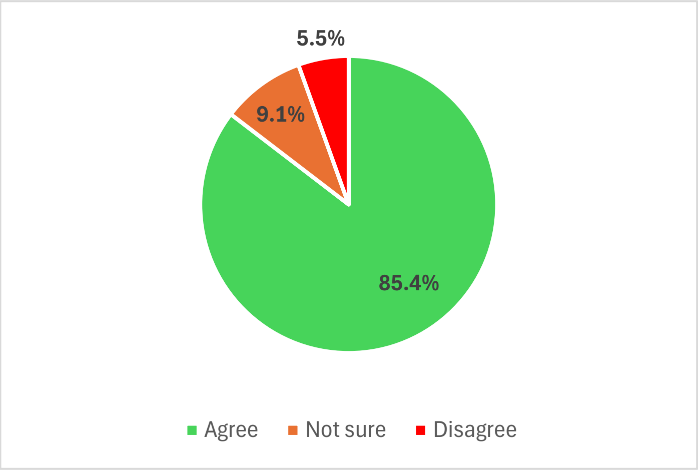


Agree = Strongly agree + Agree
Disagree = Strongly disagree + Disagree

Strongly Agree	412	63.50%
Agree	157	24.20%
Not sure	49	7.60%
Disagree	16	2.50%
Strongly Disagree	15	2.30%

3. The shopping environment could be more appealing by having a distinct character including more attractive shop fronts to enhance the shopping environment

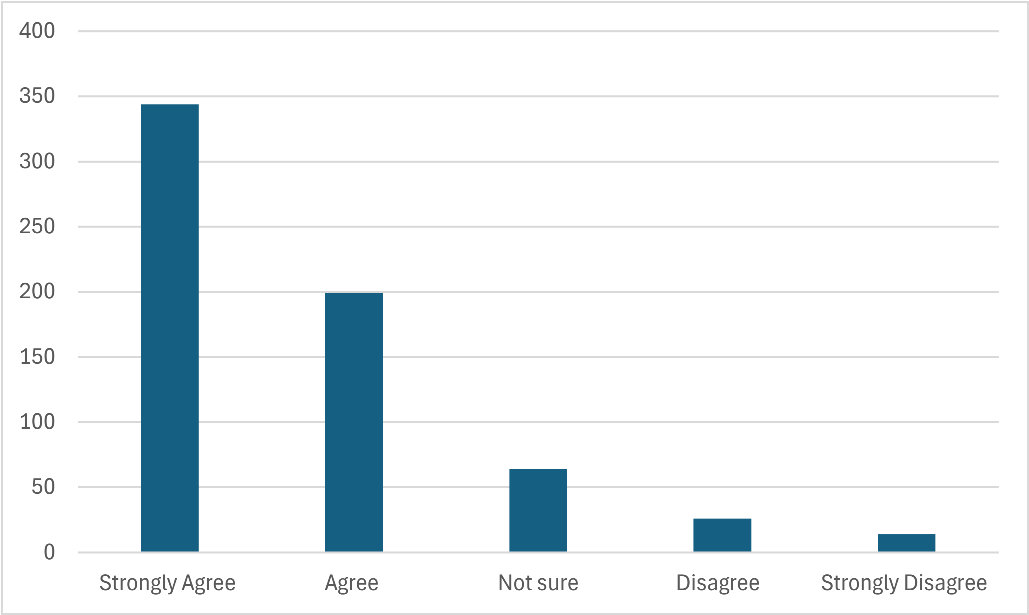


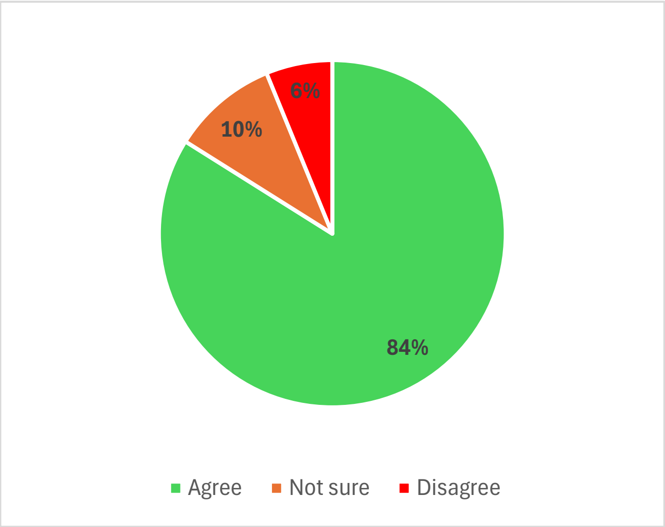


Agree = Strongly agree + Agree
Disagree = Stronlgy disagree + Disagree

Strongly Agree	349	54%
Agree	203	31.4%
Not sure	59	9.1%
Disagree	21	3.3%
Strongly Disagree	14	2.2%

4. The town would benefit from a focus on improving the regular market and more events for the community to engage with.

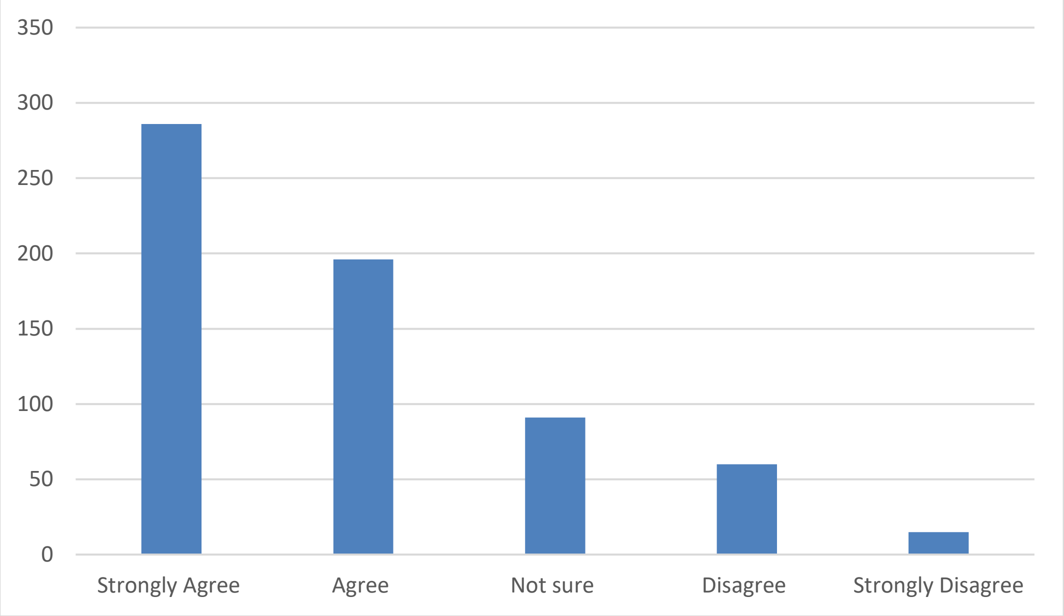


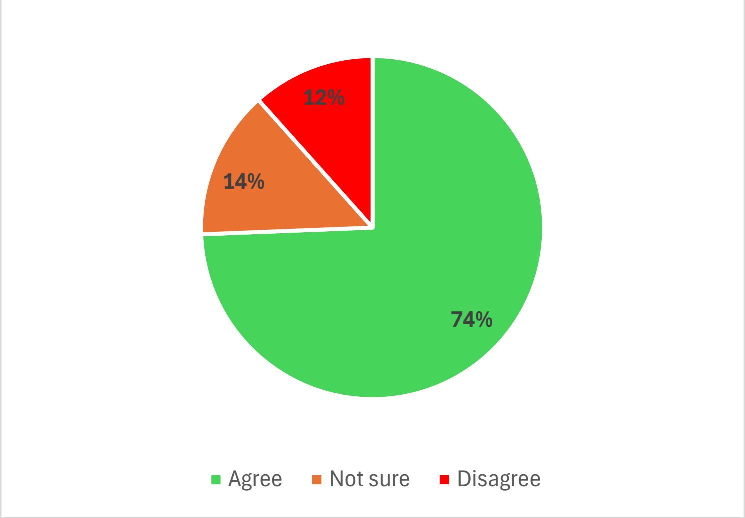


Agree = Strongly agree + Agree
Disagree = Strongly disagree + Disagree

Strongly Agree	349	54%
Agree	203	31.4%
Not sure	59	9.1%
Disagree	21	3.3%
Strongly Disagree	14	2.2%

5. The town centre would benefit from more green areas and better public spaces for people to meet and spend time in the town centre.

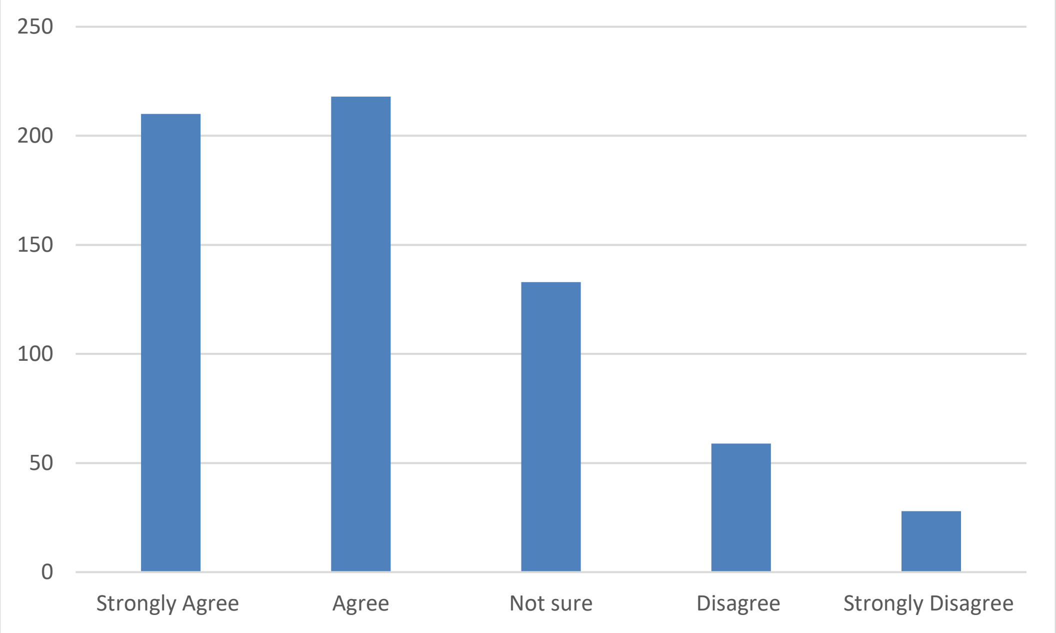


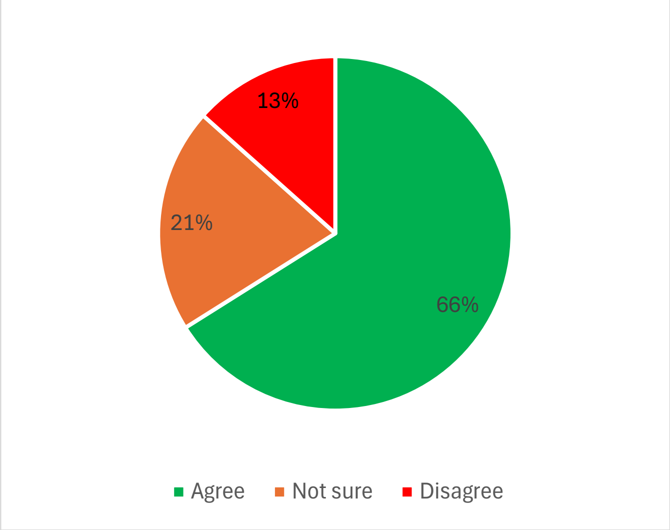


Agree = Strongly agree + Agree
Disagree = Strongly disagree + Disagree

Strongly Agree	286	44.10%
Agree	196	30.20%
Not sure	91	14%
Disagree	60	9.30%
Strongly Disagree	15	2.30%

6. The town centre should promote the identity of Arnold through its people (artwork, murals, community arts projects, events, and activities for example).

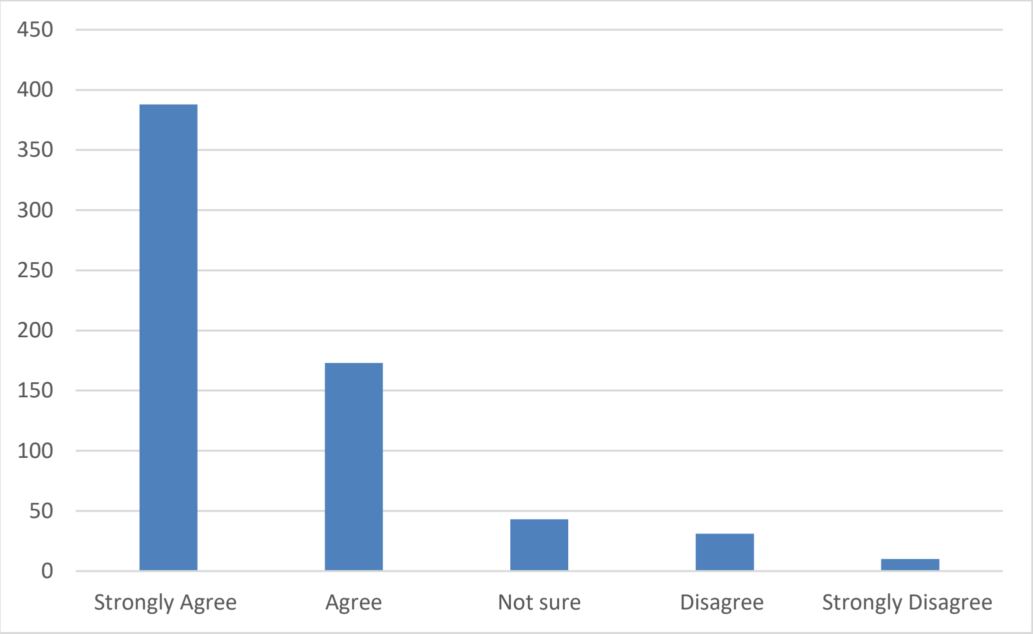


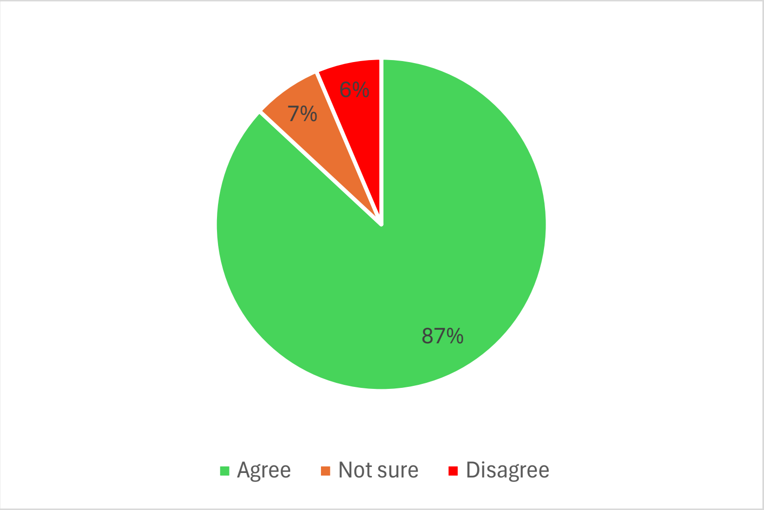


Agree = Strongly agree + Agree
Disagree = Strongly disagree + Disagree

Strongly Agree	210	32.4%
Agree	218	33.6%
Not sure	133	20.5%
Disagree	59	9.1%
Strongly Disagree	28	4.3%

7. There should be investment to improve the pedestrian experience and to make the town feel safe during the day and evening and a more welcoming place to walk around

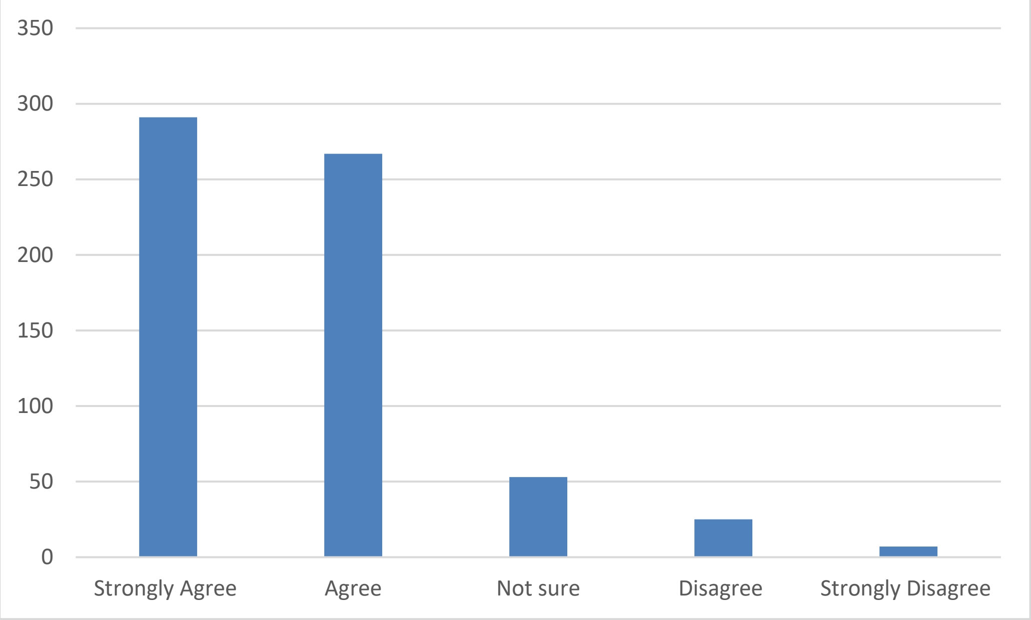


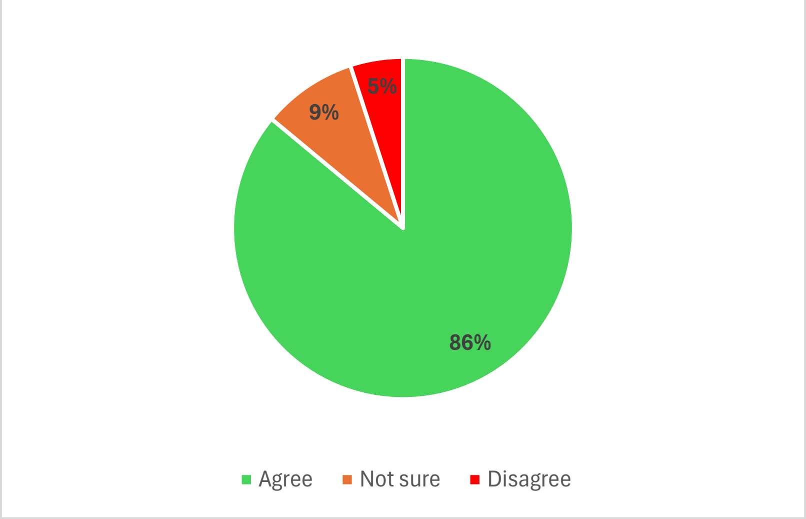


Agree = Strongly agree + Agree
Disagree = Strongly disagree + Disagree

Strongly Agree	388	60.2%
Agree	173	26.8%
Not sure	43	6.7%
Disagree	31	4.8%
Strongly Disagree	10	1.6%

8. The town benefits from good public transport links

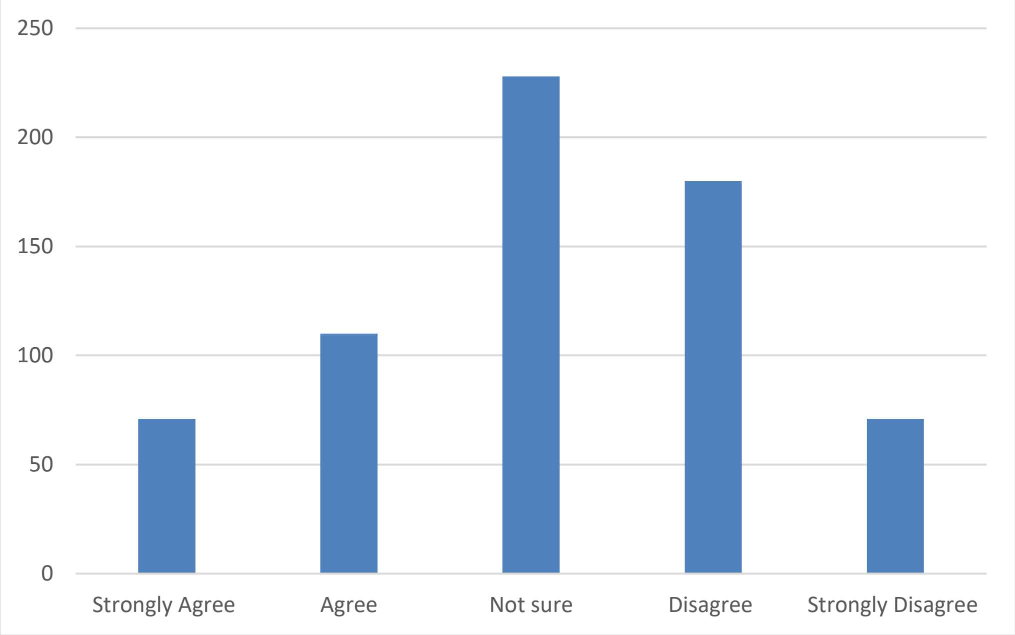


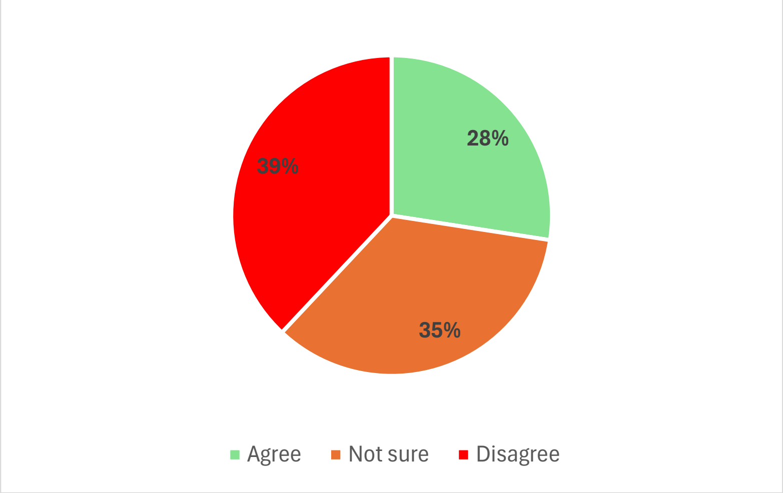


Agree = Strongly agree + Agree
Disagree = Strongly disagree + Disagree

Strongly Agree	291	44.9%
Agree	267	41.2%
Not sure	53	9.0%
Disagree	25	3.9%
Strongly Disagree	7	1.1%

9. There should be more residential homes in the town centre

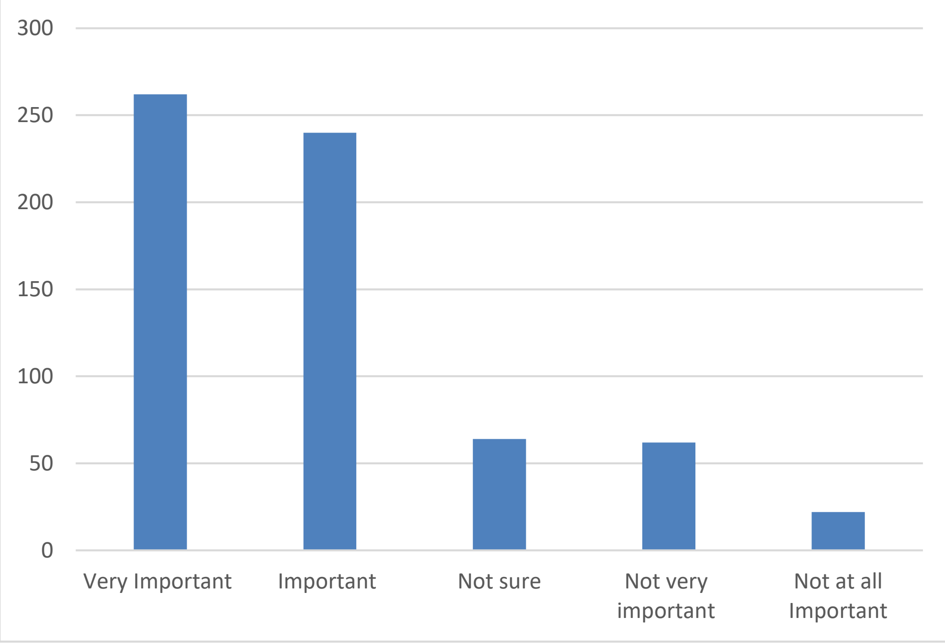


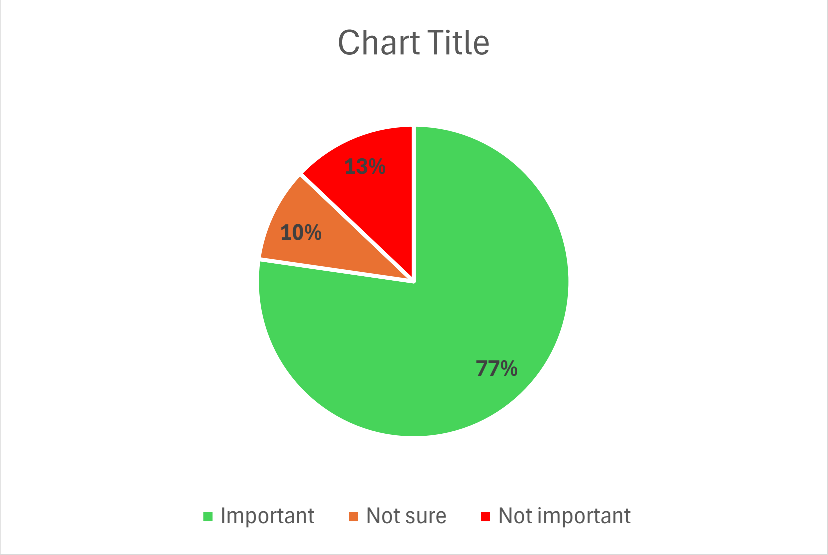


Agree = Strongly agree + Agree
Disagree = Strongly disagree + Disagree

Strongly Agree	71	10.9%
Agree	110	16.9%
Not sure	228	35%
Disagree	180	27.6%
Strongly Disagree	71	10.9%

10. Expanding and improving the health, leisure, swim and gym facilities in Arnold town centre.

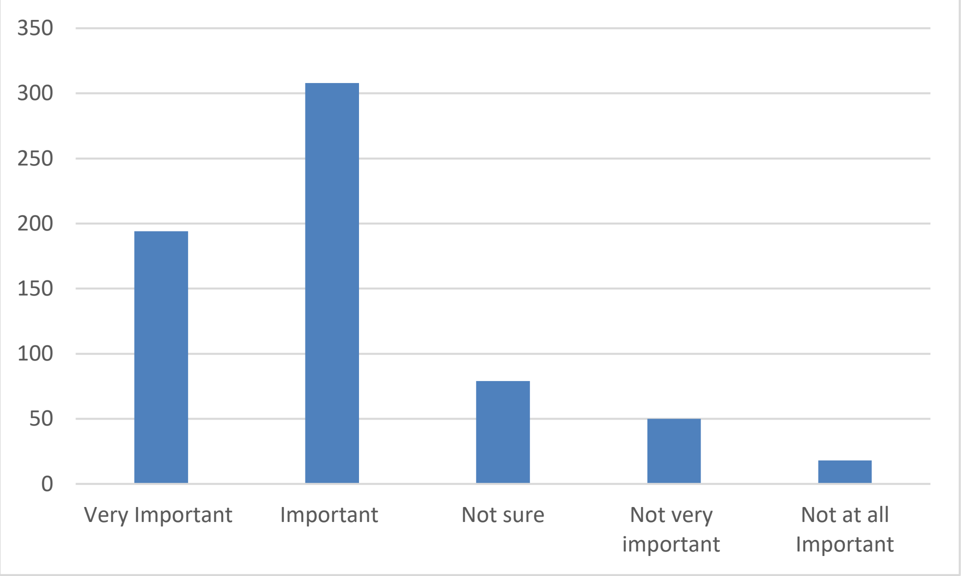


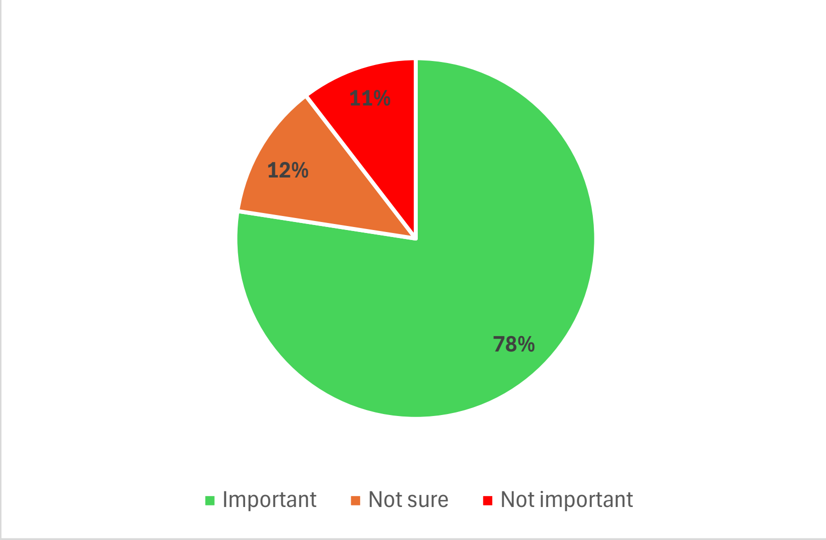


Important = Very important + Imporrtant
Not important = Not very imporant + Not at all important

Very Important	262	40.3%
Important	240	36.9%
Not sure	64	9.8%
Not very important	62	9.5%
Not at all Important	22	3.4%

11. More opportunities to meet and socialise with others and participate in community activities, clubs and groups

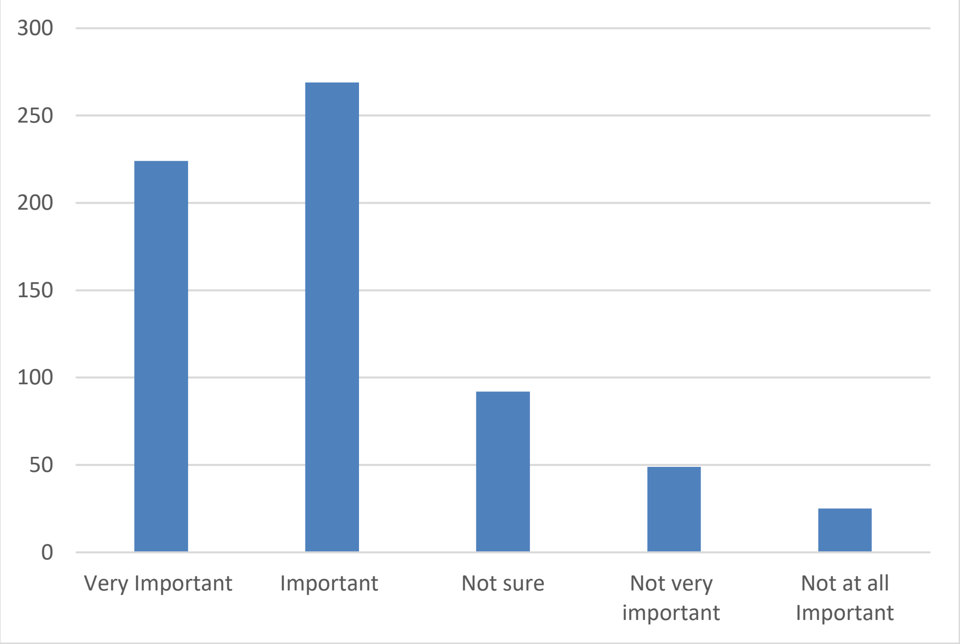


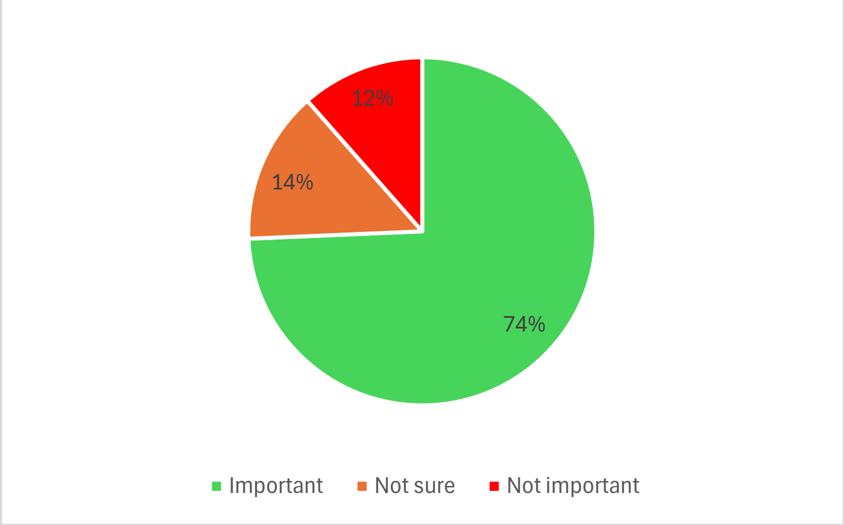


Important = Very important + Important
Not important = Not very important + Not at all important

Very Important	194	29.9%
Important	308	47.5%
Not sure	79	12.2%
Not very important	50	7.7%
Not at all Important	18	2.8%

12. Expanding and improving the theatre and cinema provision in Arnold with more modern facilities.

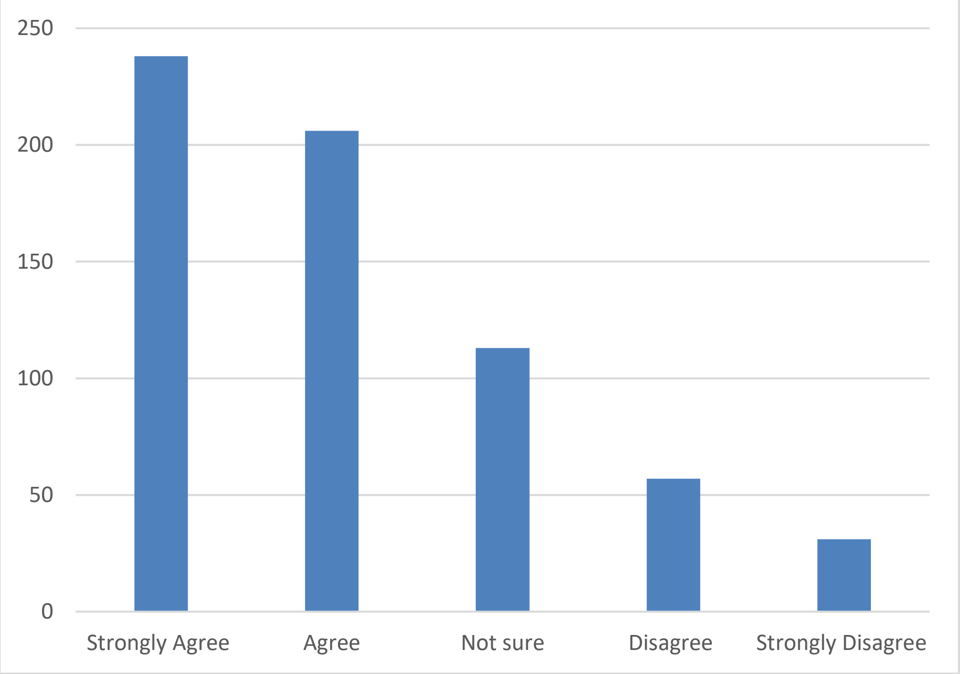


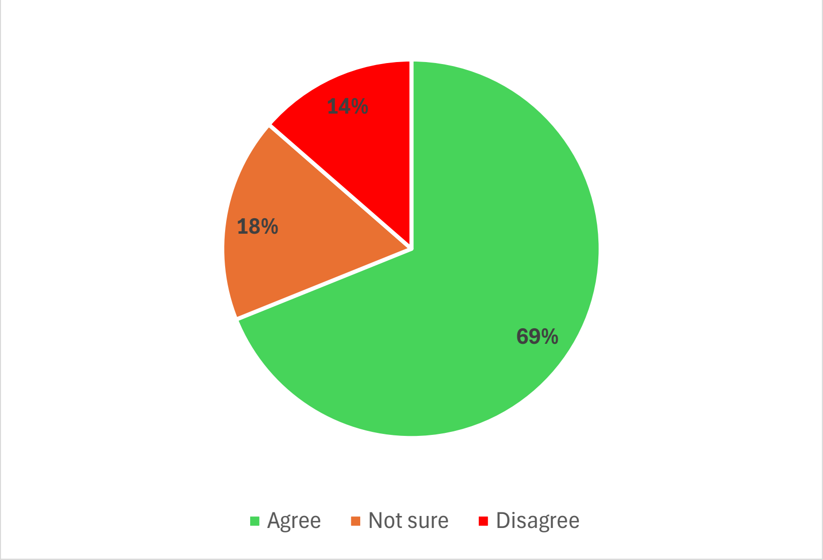


Important = Very important + Important
Not important = Not very important + Not at all important

Very Important	224	34.5%
Important	269	39.9%
Not sure	92	14.2%
Not very important	49	7.6%
Not at all Important	25	3.9%

13. A more modern library with up-to-date facilities, cultural and learning opportunities for the whole community.

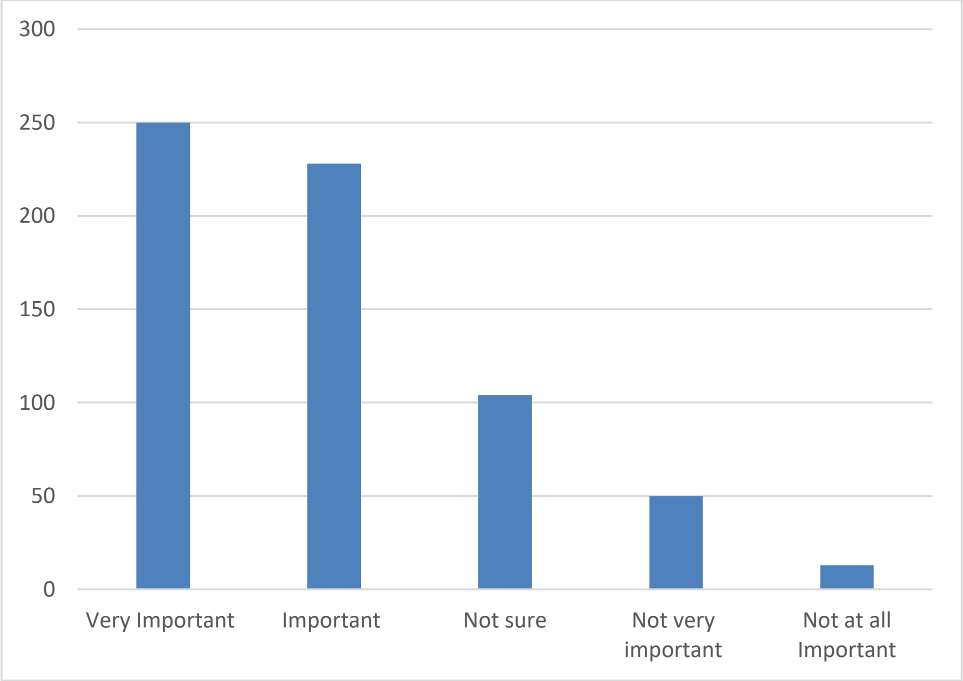


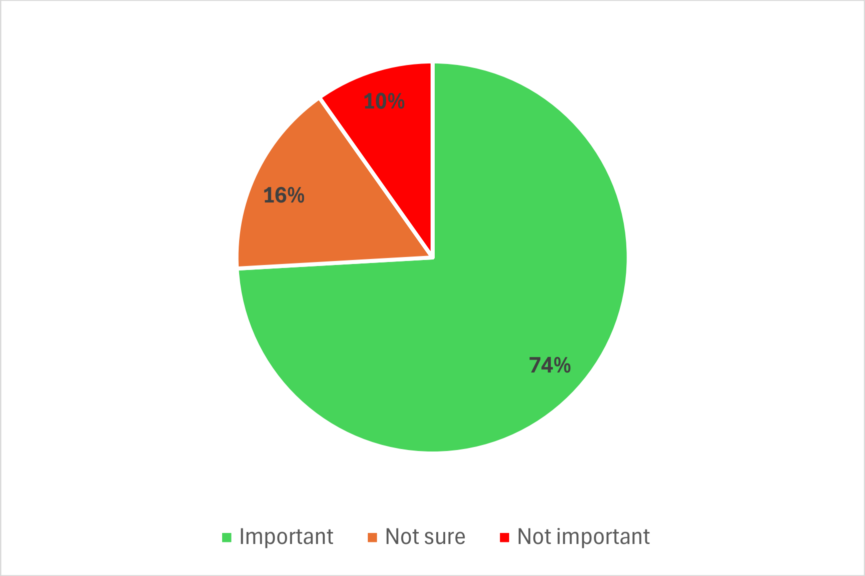


Agree = Stronlgy agree + Agree
Disagree = Stronlgy disagree + Disagree

Strongly Agree	238	32.1%
Agree	206	36.8%
Not sure	113	17.5%
Disagree	57	8.8%
Strongly Disagree	31	4.8%

14. Better access to council, healthcare and welfare services in the town centre to encourage people to use the town centre of Arnold.

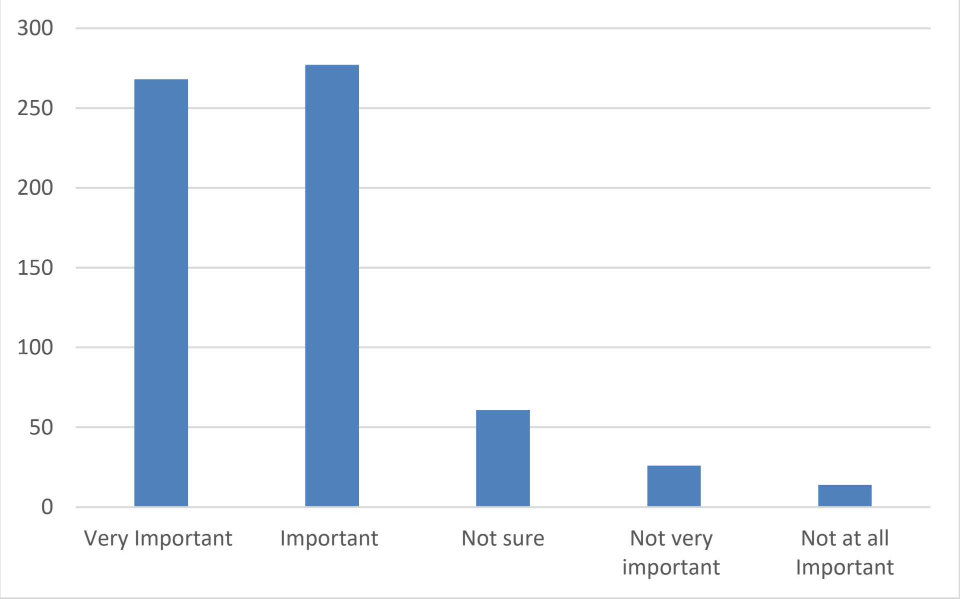


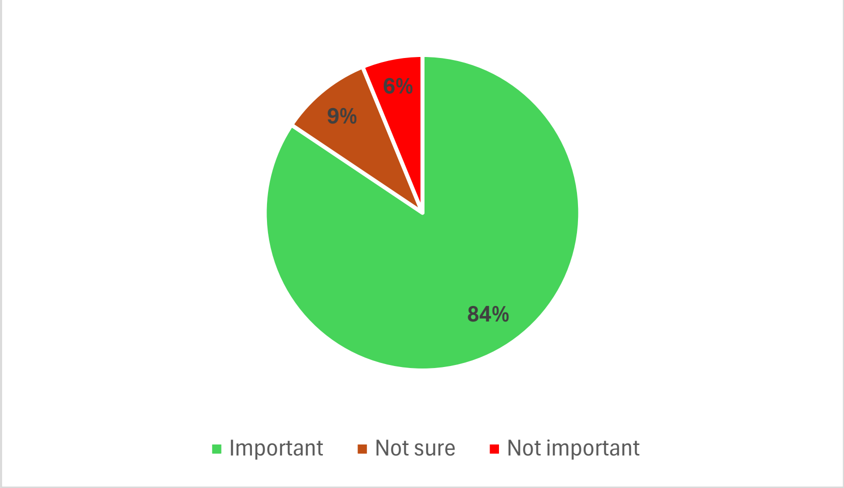


Important = Very important + Important
Not imporant = Not very important + Not at all important

Very Important	250	38.8%
Important	228	35.3%
Not sure	104	16.1%
Disagree	50	7.8%
Strongly Disagree	13	2.0%

15. Improving facilities in the parks across the wider town centre to encourage the community to use them and the town more.

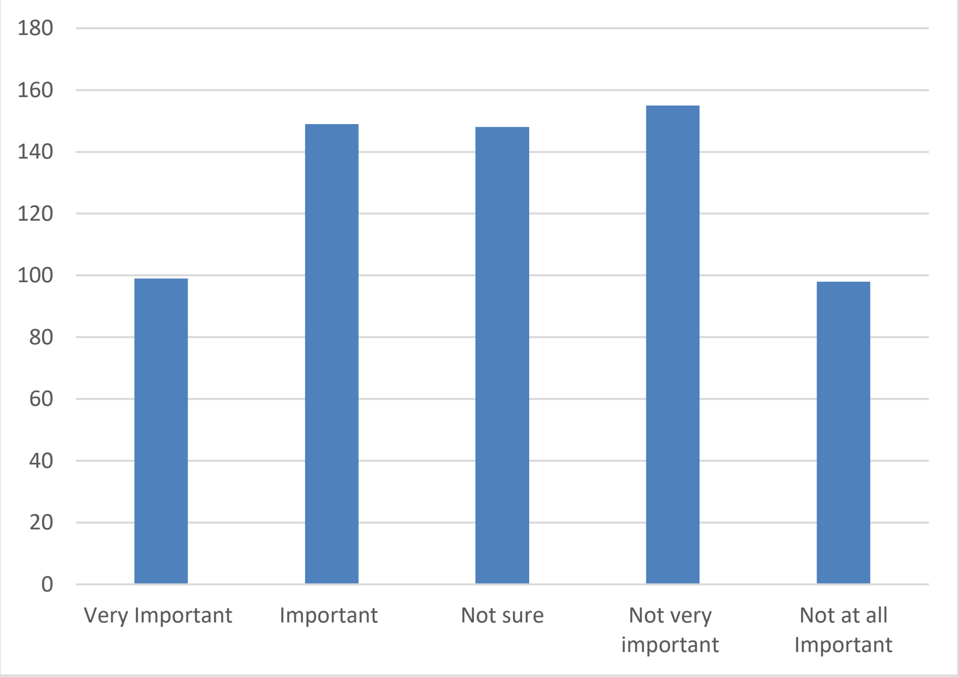


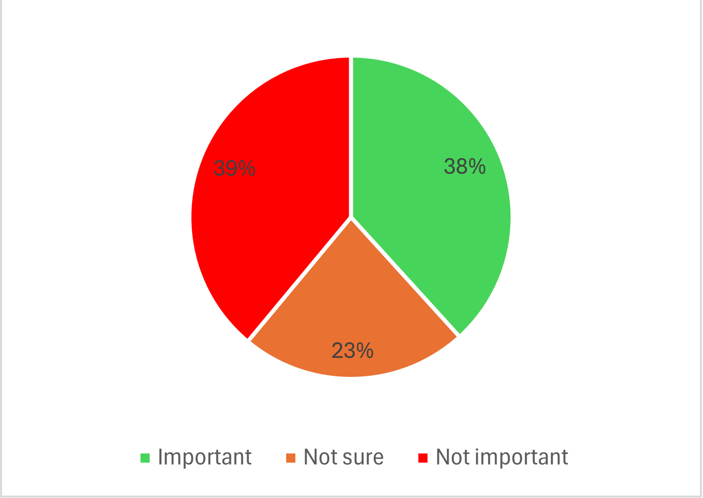


Important = Very important + Important
Not imporant = Not very important + Not at all important

Very Important	268	41.5%
Important	277	42.9%
Not sure	61	9.4%
Not very important	26	4%
Not at all Important	14	2.20%

16. Providing better access for cyclists in the town centre

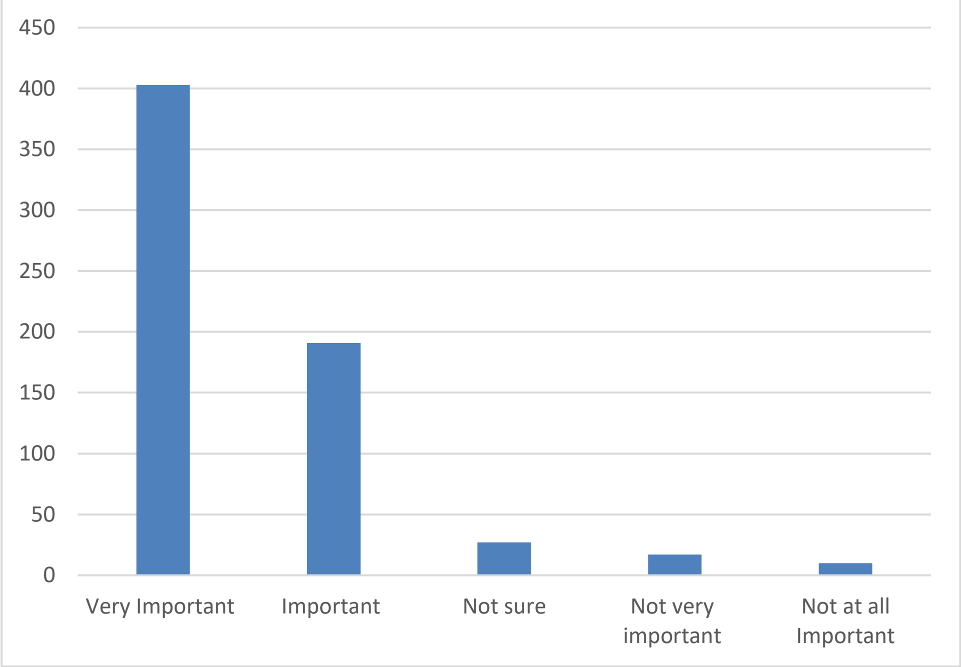


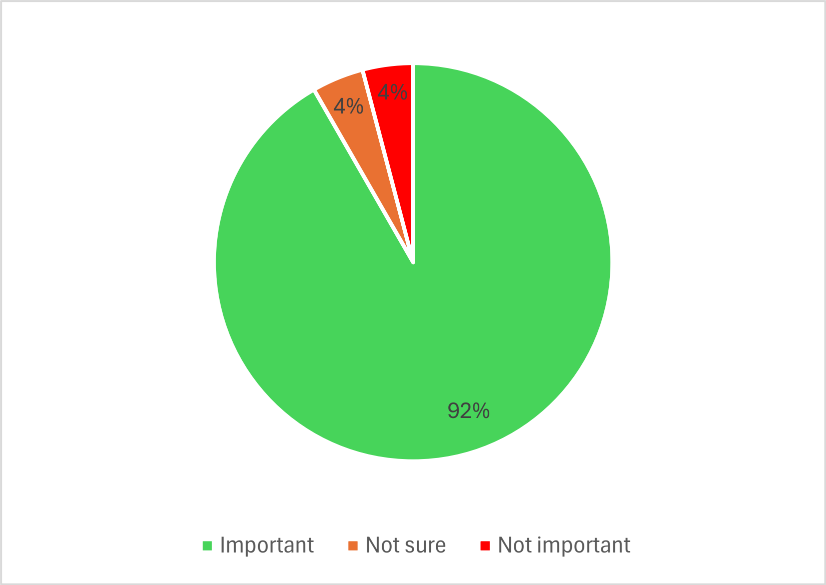


Important = Very important + Important
Not imporant = Not very important + Not at all important

Very Important	99	15.3%
Important	149	23.0%
Not sure	148	22.8%
Not very important	155	23.9%
Not at all Important	98	15.1%

17. Improving the appearance of the town.

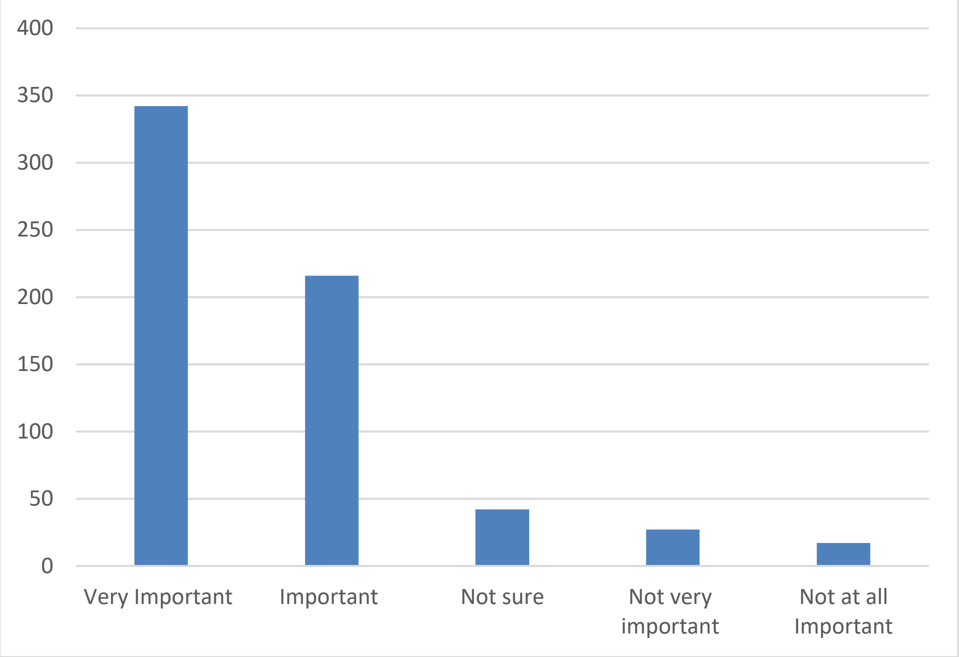


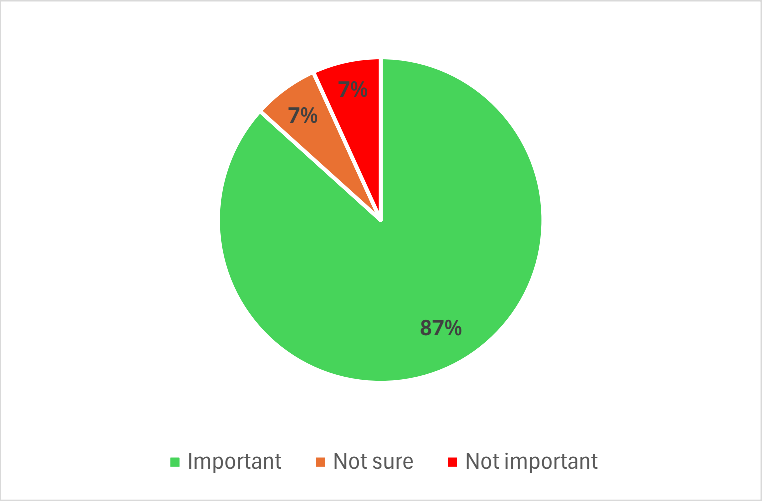


Important = Very important + Important
Not imporant = Not very important + Not at all important

Very Important	403	62.2%
Important	191	29.5%
Not sure	27	4.2%
Not very important	17	2.6%
Not at all Important	10	1.5%

18 Providing better pedestrian access and personal safety across the town.





Important = Very important + Imporatnt
Not imporant = Not very important + Not at all important

Very Important	342	53.1%
Important	216	33.5%
Not sure	42	6.5%
Not very important	27	4.2%
Not at all Important	17	2.6%

Arnold Leisure Centre
Bonington Theatre
Arnold Library

Think. Innovate. Excite.
03 October 2025

Ambition Arnold
Arnold North Stage 2 Addendum

Contents

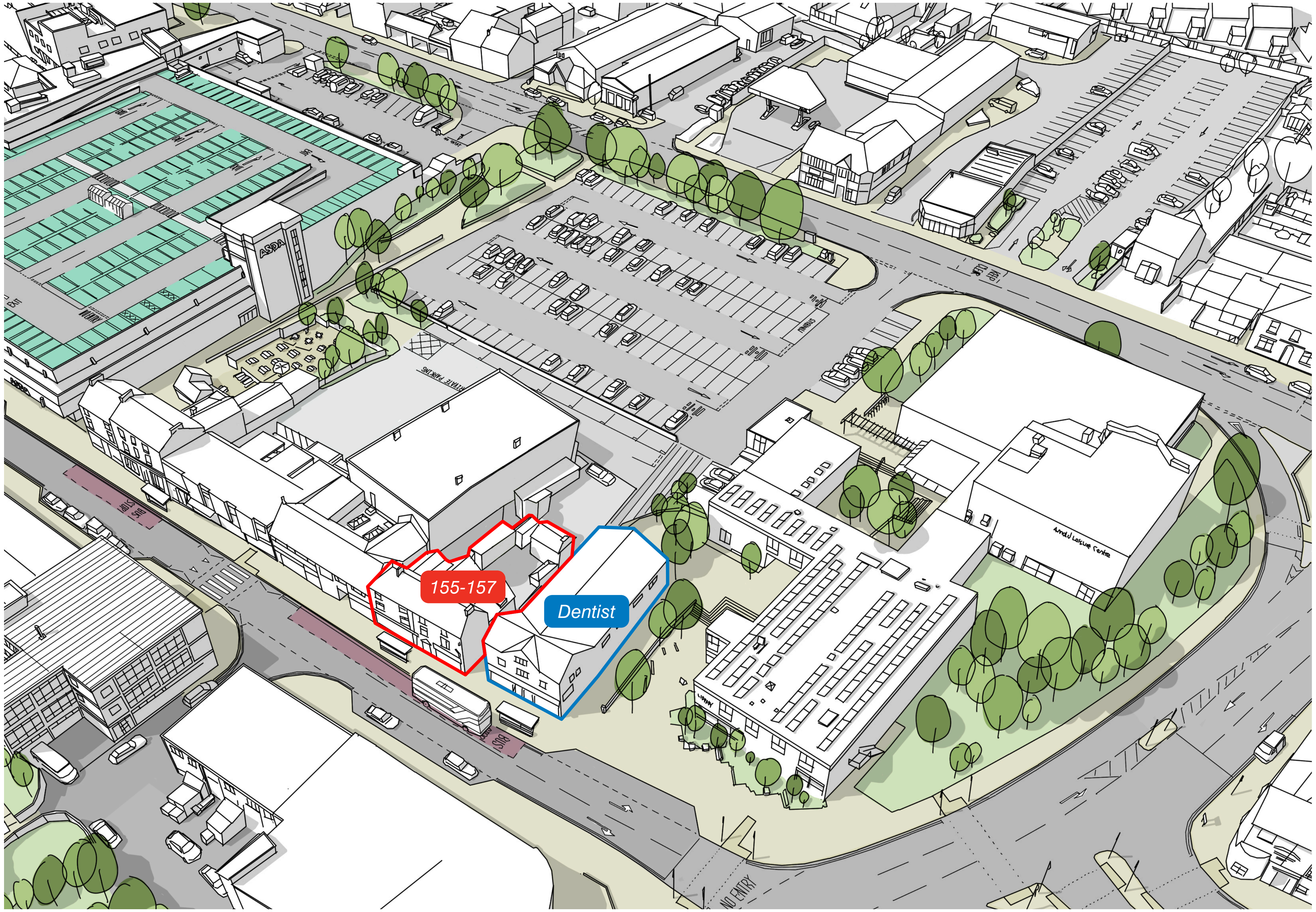
Introduction

Purpose of this addendum

To create two additional options to:

- Option A: Retain the dentist building at 159 Front Street.
- Option B: Retain both the retail buildings at 155-157 Front Street and the dentist building at 159 Front Street.

Both options retain the existing library and improve the public realm public realm around it to tie in with the new levels and facilities.



Arts Venue & Leisure Centre
Alternative arrangement

The ideal site layout would be achieved if the existing library, dentist, and retail units were removed. However, we have also developed a design for the scenario where all three buildings remain on site.

The constraints include:
- *Maintaining continuity of service for the leisure centre*
- *Maintaining continuity of service for the theatre*
- *Retaining the existing library*

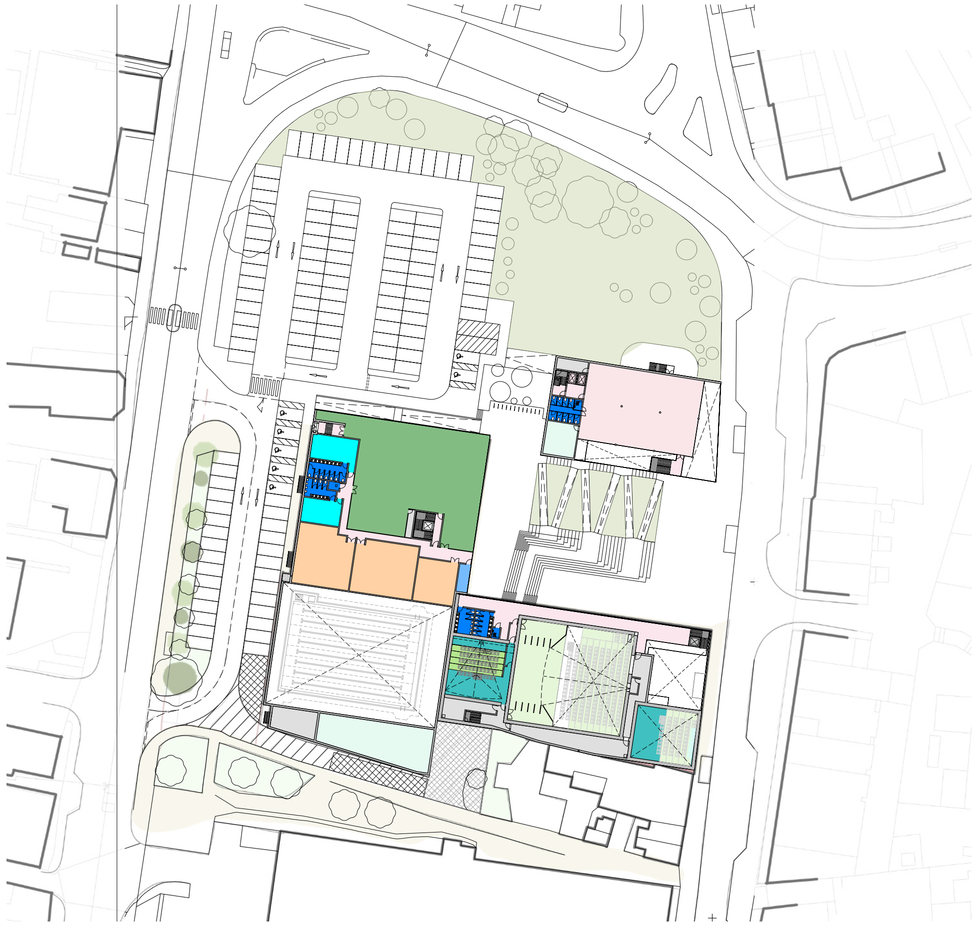
Option A:
- *Retaining the existing dentist*

Option B:
- *Retaining the existing dentist, and*
- *Retaining the existing retail units*

Retaining these buildings has defined a new site boundary for the arts venue and leisure centre layouts.

In this scenario, the existing library is retained, so the public realm around it will have to make good to tie in with the new development and its existing plant room.

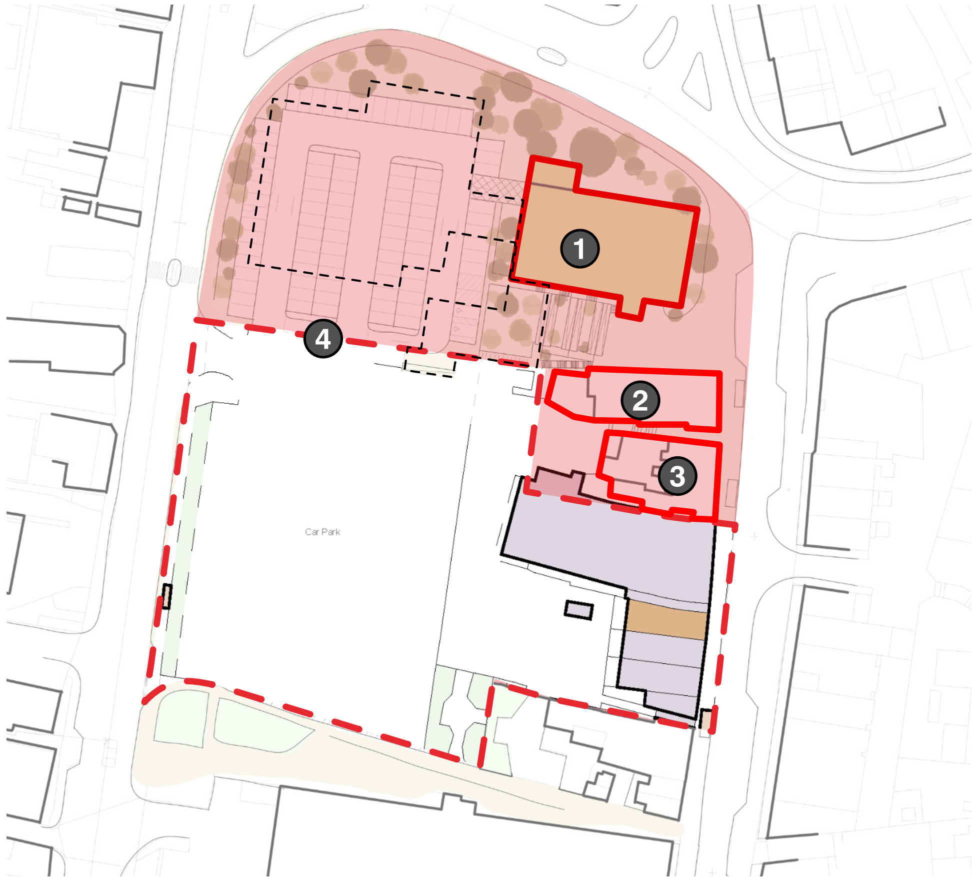
Preferred Strategy



The preferred layout for the site: The existing library, dentist and retail units are demolished.

This layout provides the most active frontage along Front Sreet and the largest public square.

The Constraints



① Retained existing library

② Retained dentist

③ Retained retail units

④ Boundary for continuity of service for the leisure centre and theatre.

🟥 Retained buildings zone

⬚ Demolished leisure centre, theatre, bridge link & library plant room

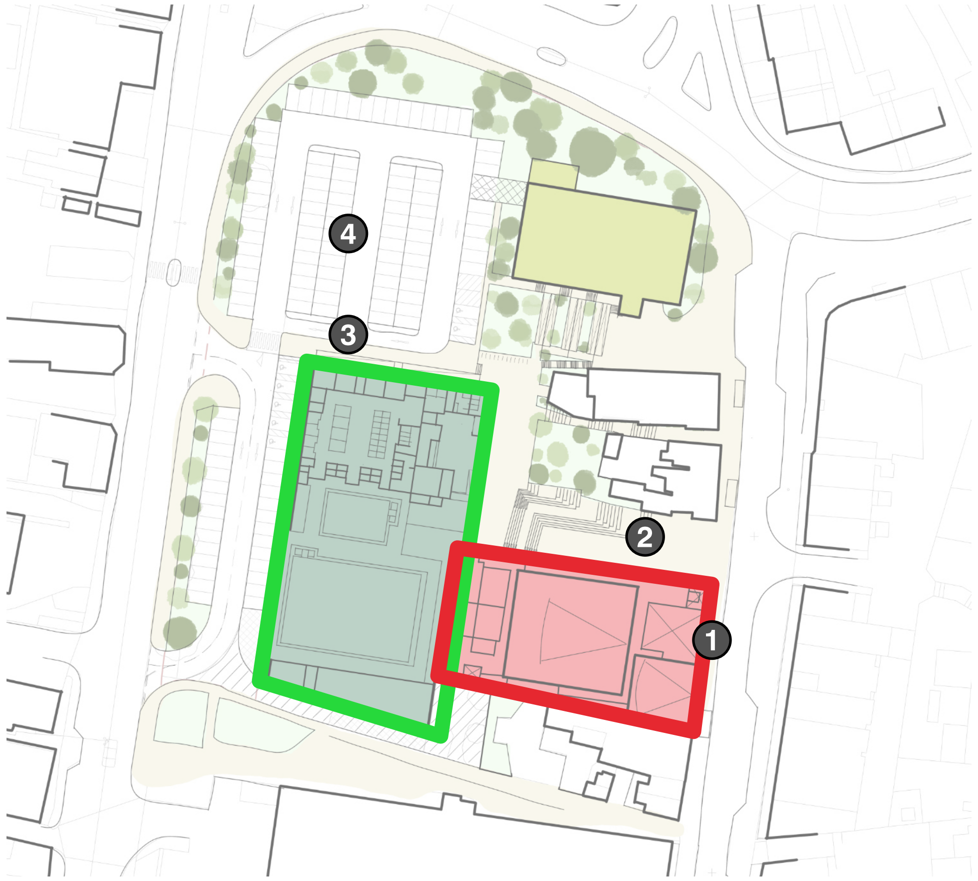
⬚ New site boundary

Arts Venue & Leisure Centre
Alternative arrangement

The preferred strategy for the arts venue and leisure centre arrangement is to address Front Street with active frontage, retain a public square and follow on in a second phase with the leisure centre.

This provides the most efficient layout within the site constraints. This arrangement has been used for the options through this report.

Preferred Layout:
Retaining active frontage and a public square onto Front Street.



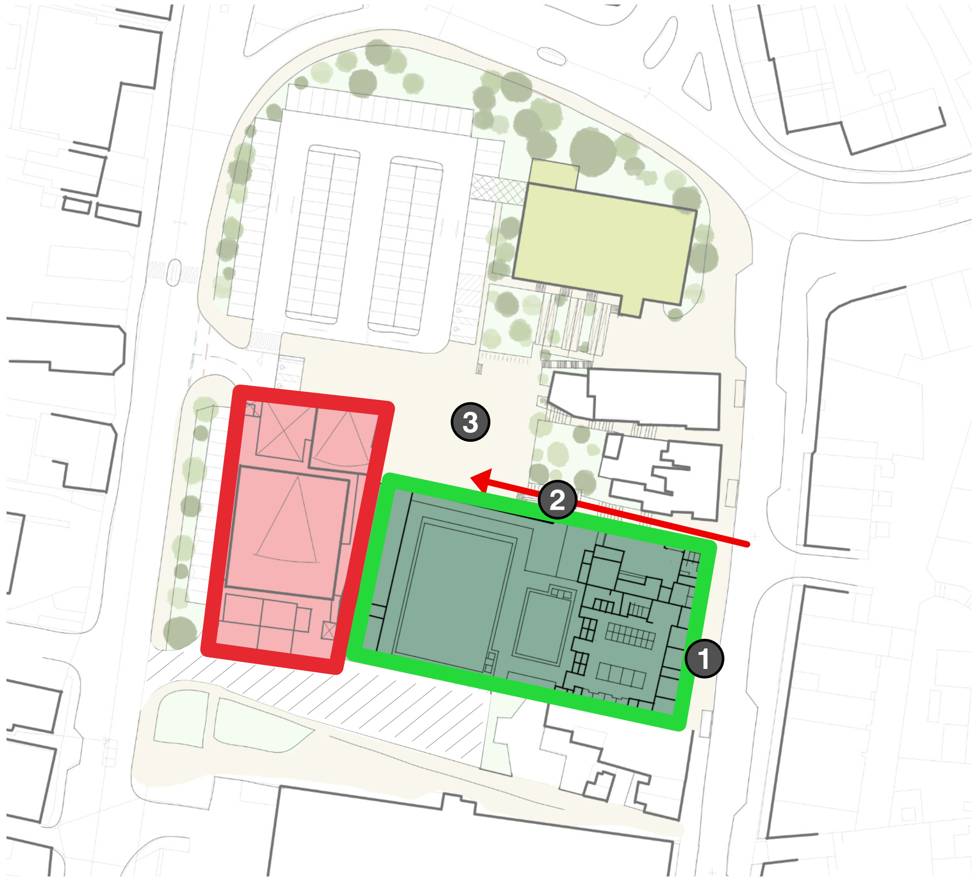
① Opportunity to create an active frontage and new public space along Front Street with the arts venue cafe/event space situated at the front.

② Offers the largest possible public square with the dentist and retail units staying in place.

③ Allows for continuity of service for the leisure centre and theatre.

④ Allows enough space for a new car park to ensure there is no loss of parking.

Alternative Layout:
Phasing the leisure centre first to address Front Street, with the arts venue addressing High Street.



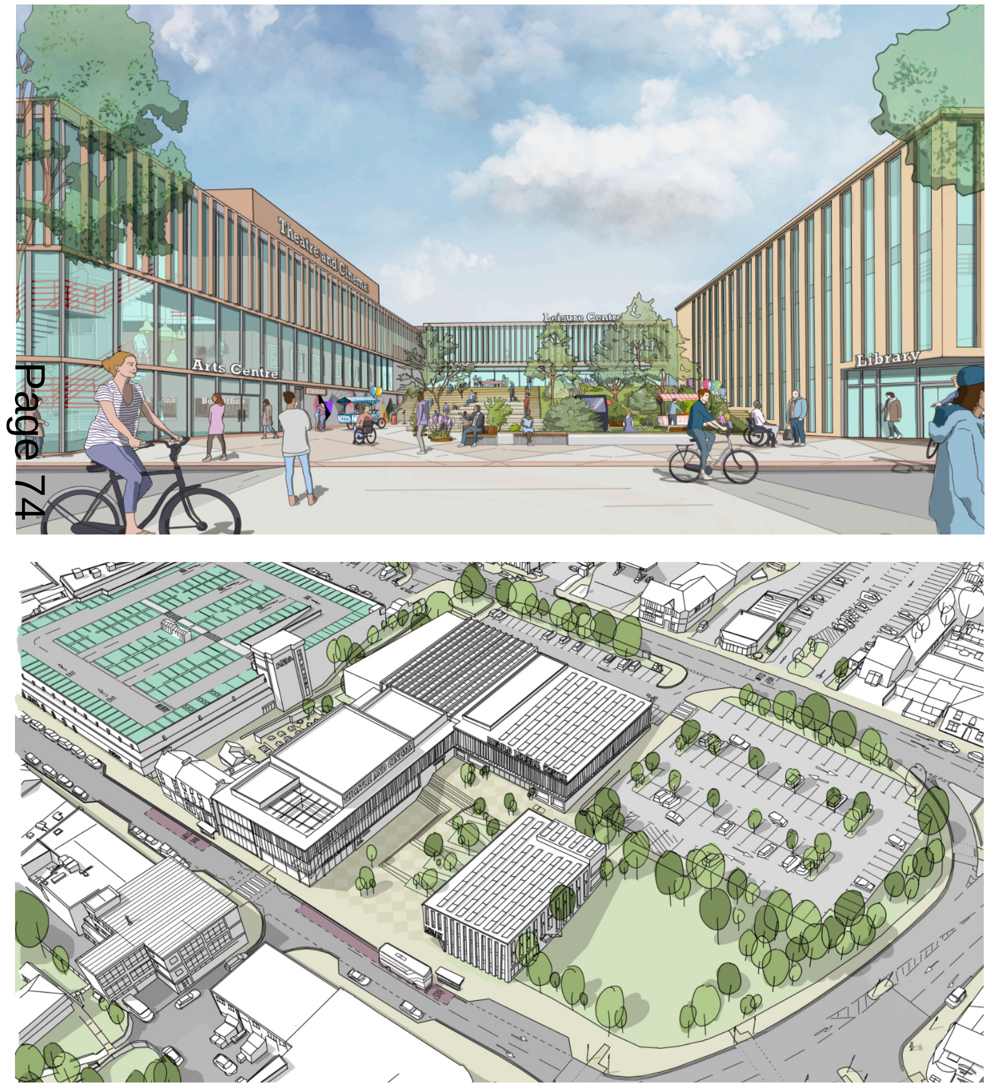
① Leisure centre frontage facing onto Front Street with a large expanse of inactive frontage.

② Public square replaced by another ginnel surrounded by blank walls.

③ Public square created, set back from Front Street with the Arts Venue and the rear of the leisure centre facing it.

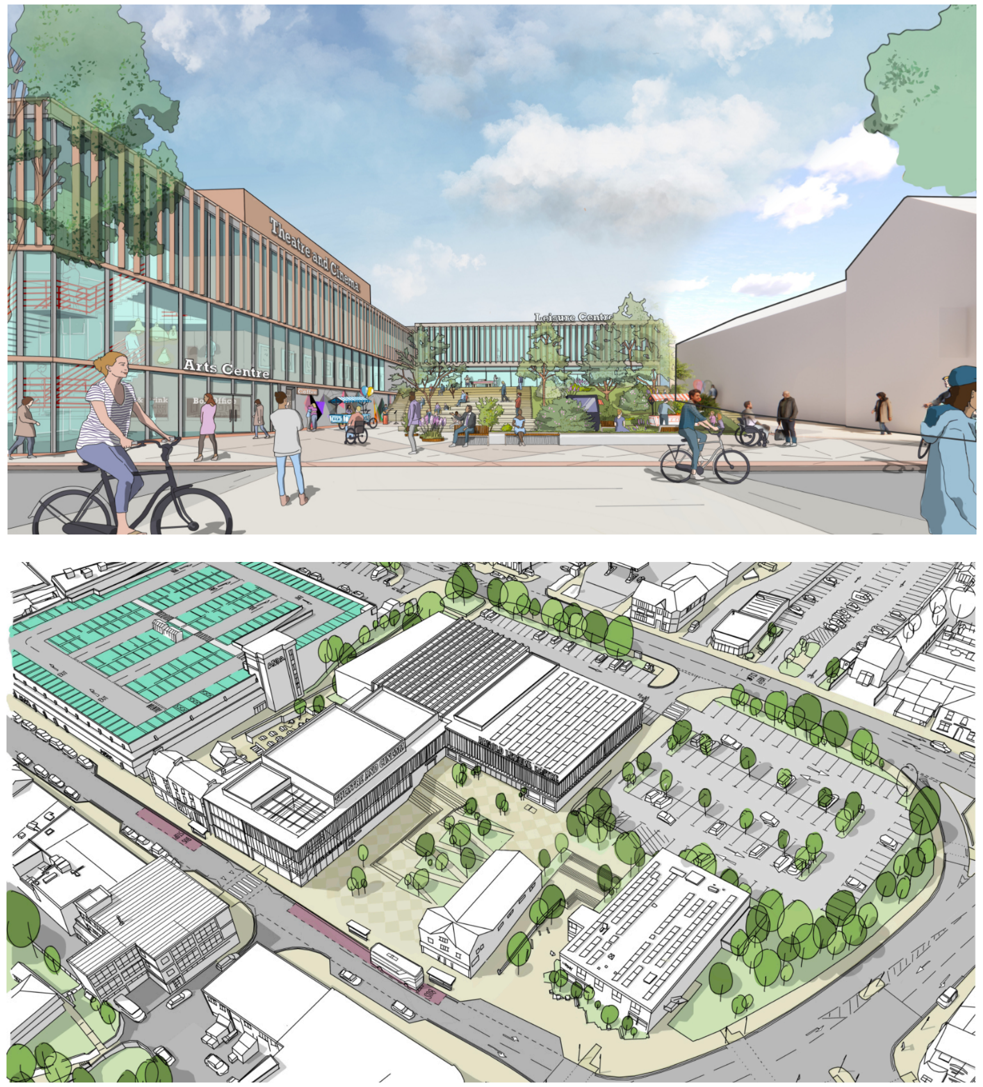
Comparison

Preferred Option: Current Stage 2 Design



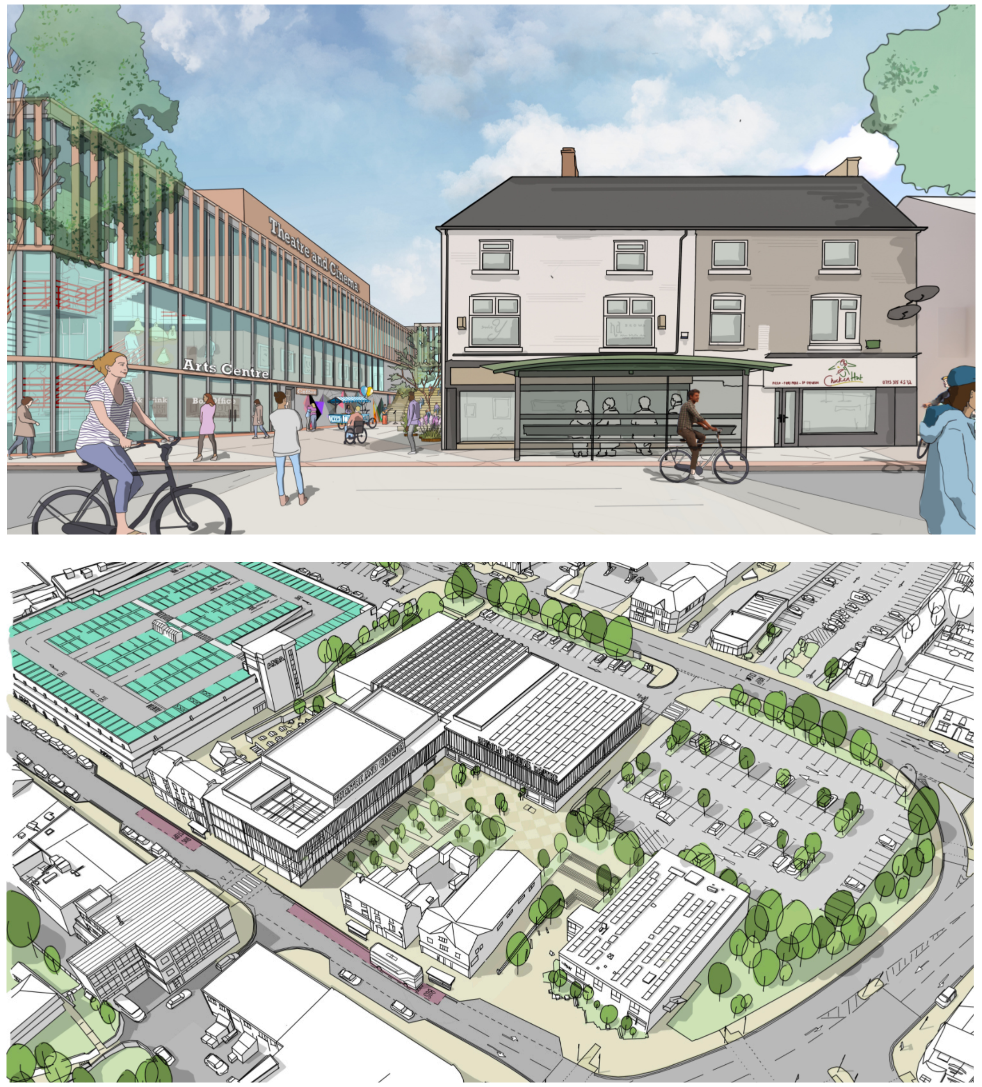
- New leisure centre
- New arts venue
- New library
- New public square
- Fully accessible public realm
- New community garden
- Transformed northern end of Front Street

Alternative Option A: Retaining the dentist



- New leisure centre
- New arts venue
- New public square
- Fully accessible public realm
- Transformed northern end of Front Street

Alternative Option B: Retaining the dentist and retail units

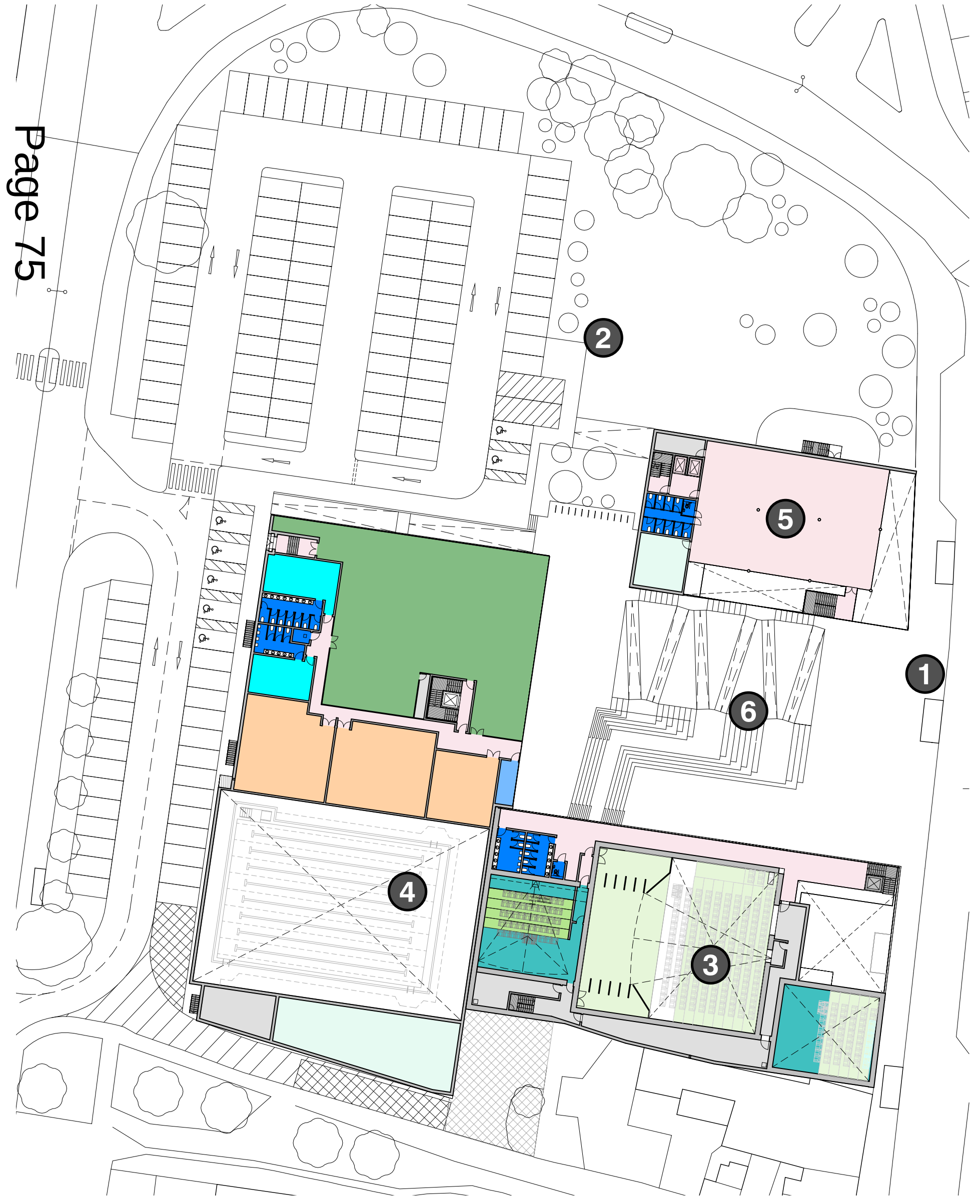


- New leisure centre
- New arts venue
- Pedestrian & accessible access

Comparison

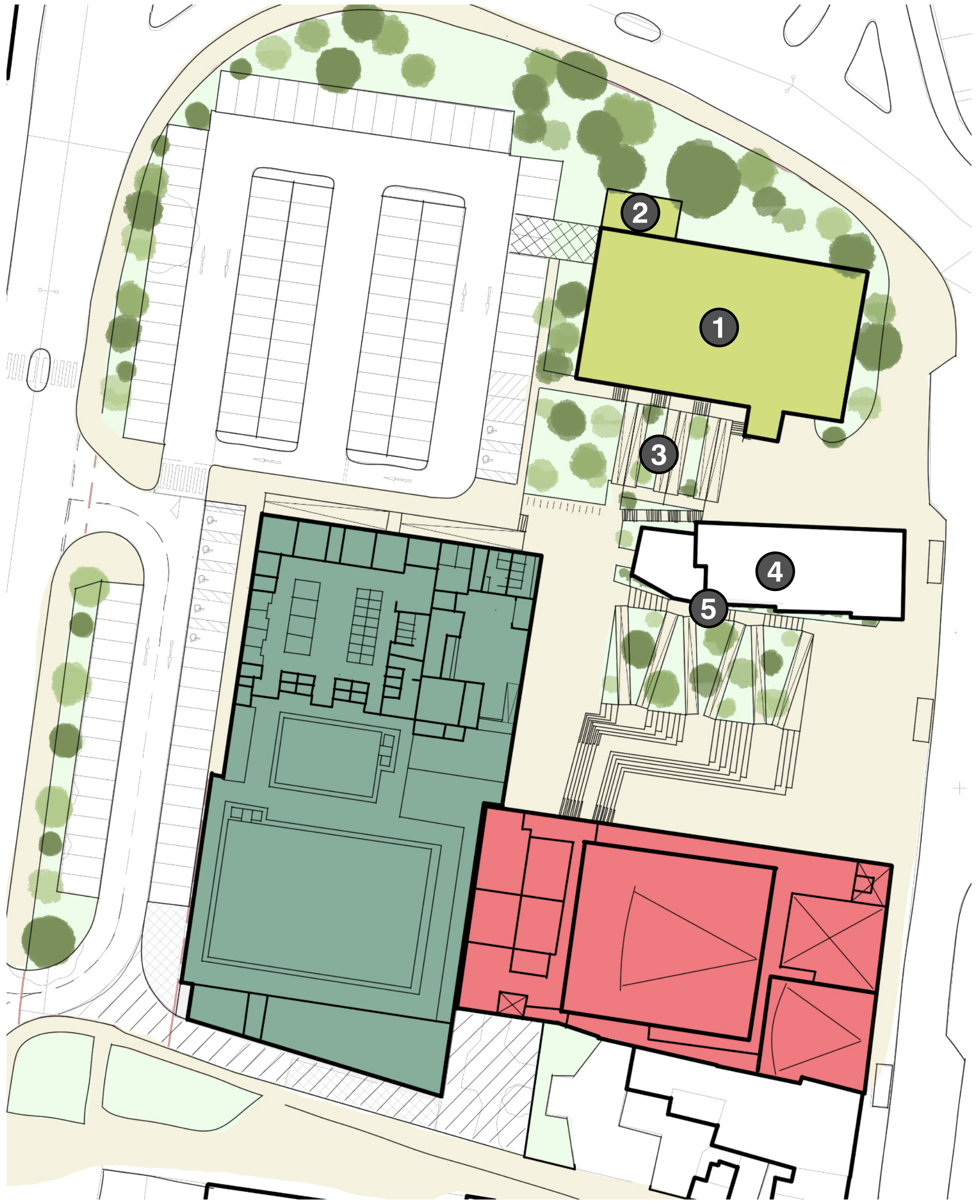
Preferred Option: Current Stage 2

1. Nothing retained on Front St
2. New arts venue
3. New leisure centre
4. New library
5. Activate public realm
6. Demolition of existing Bonington theatre, leisure centre and library



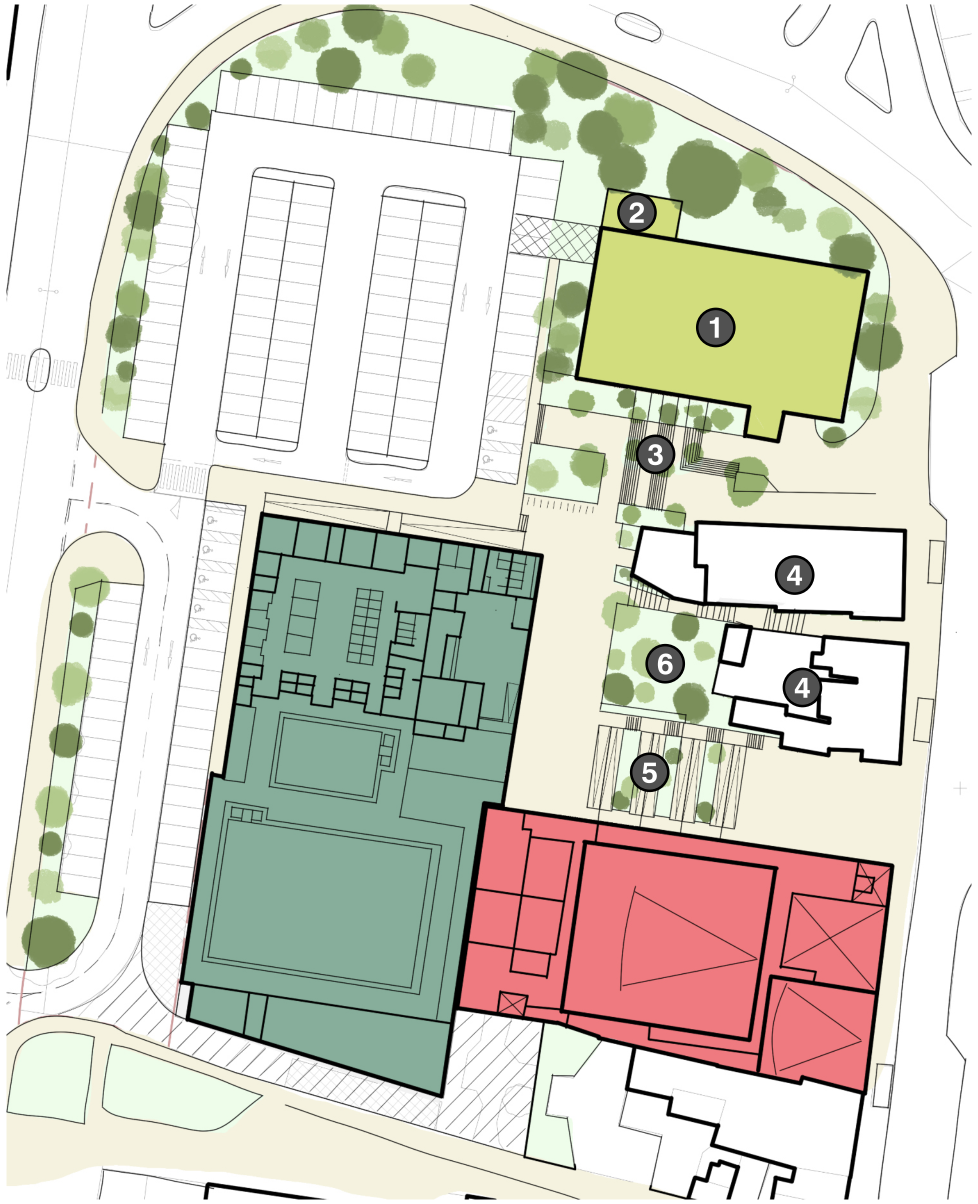
Alternative Option A: Retaining the dentist

1. Retain & refurbish (as necessary) the library
2. Relocate library plant room
3. Reconfigure public realm around the library to suit levels of the leisure centre
4. Enhance the southern and eastern facade of dentist building



Alternative Option B: Retaining the dentist and retail units

1. Retain & refurbish (as necessary) the library
2. Relocate library plant room
3. Reconfigure public realm around the library to suit levels of the leisure centre
4. Enhance the southern and eastern facade of dentist building
5. Consider treatment of rear of retained properties and provide green buffer zone

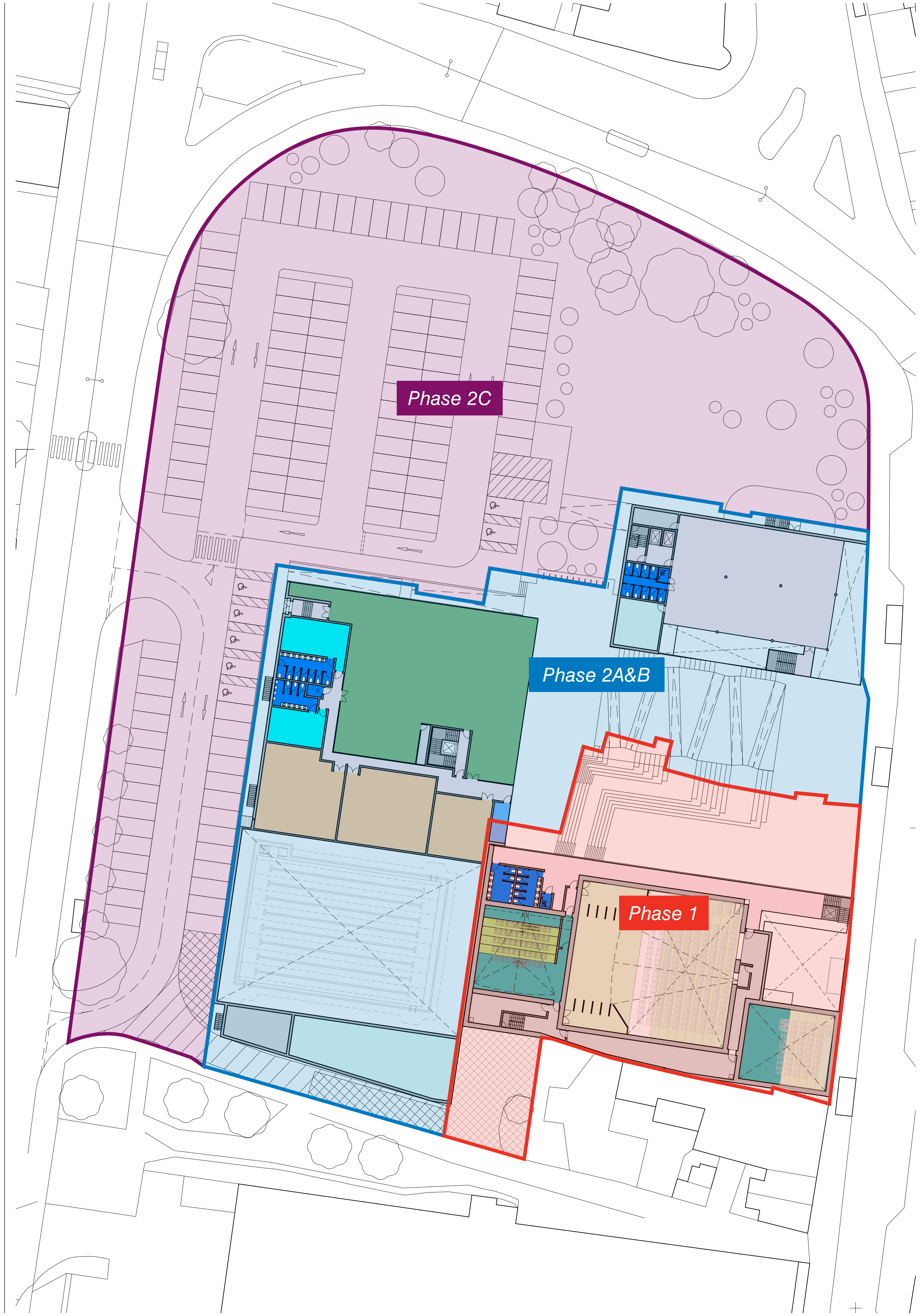


Preferred Option
Overall Plan

Phase 1: Arts Venue
Plot Area: 2,040sqm
Footprint Area: 1,308sqm
Public Realm Area: 732sqm

Phase 2A & 2B: Library & Leisure Centre
Plot Area: 4,080sqm
Footprint Area, Library: 648sqm
Footprint Area, Leisure Centre: 2,207sqm
Public Realm Area (Phase 2A): 1,225sqm

Phase 2C: Car Park & Public Realm
Plot Area: 5,757sqm
Reinstate High St. Car Park: 1,237sqm
Temporary Car Park: 2,582sqm
Community Garden: 1,815sqm
Active Travel Hub + Child's Play: 123sqm

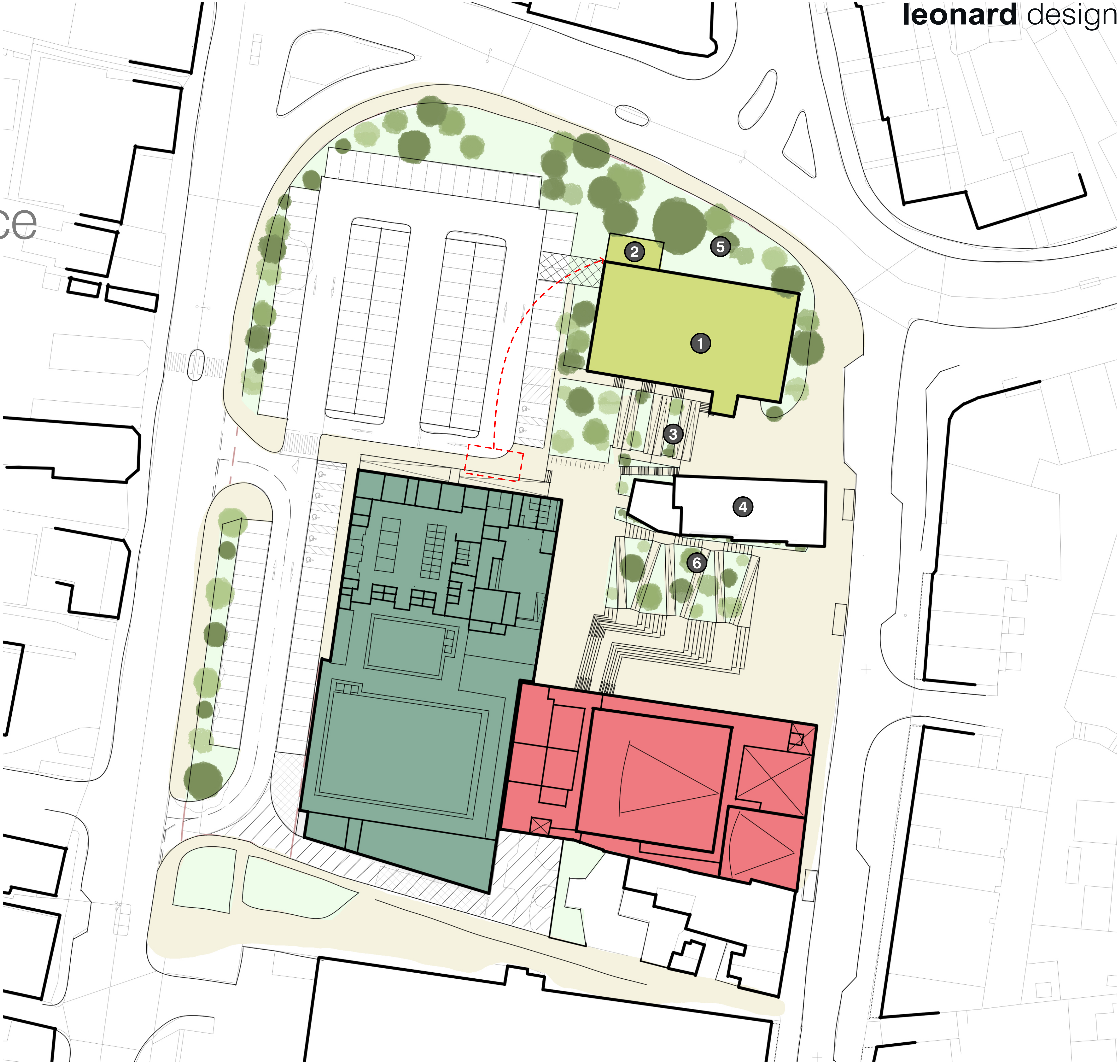


Alternative Option A
Retain Dental Practice

The existing library and buildings housing the dentist practice are retained. The impact of this on the current masterplan is:

1. The existing library is retained.
2. The library's existing substation relocates to the north of the library to allow the bridge and current substation to be demolished.
3. The public realm to the south of the library is adapted to accommodate accessible movement from Front Street to the new High Street car park.
4. The dentist buildings remain.
5. The 'community garden' is lost, with green space around the existing library retained.
6. The public realm to the south of the dentist building is largely the same. The southern elevation of the dentist building could form the canvas for a large scale artwork, with greenery and planting at its base.

The rest of the masterplan remains the same.



Alternative Option A
Public Realm Areas

Phase 1: Arts Venue
Plot Area: 2,040sqm
Footprint Area: 1,308sqm
Public Realm Area: 732sqm

Phase 2A: Leisure Centre
Plot Area: 4,080sqm
Footprint Area, Leisure Centre: 2,207sqm
Public Realm Area Total: 1,561sqm

Area in front of existing library: 390 sqm

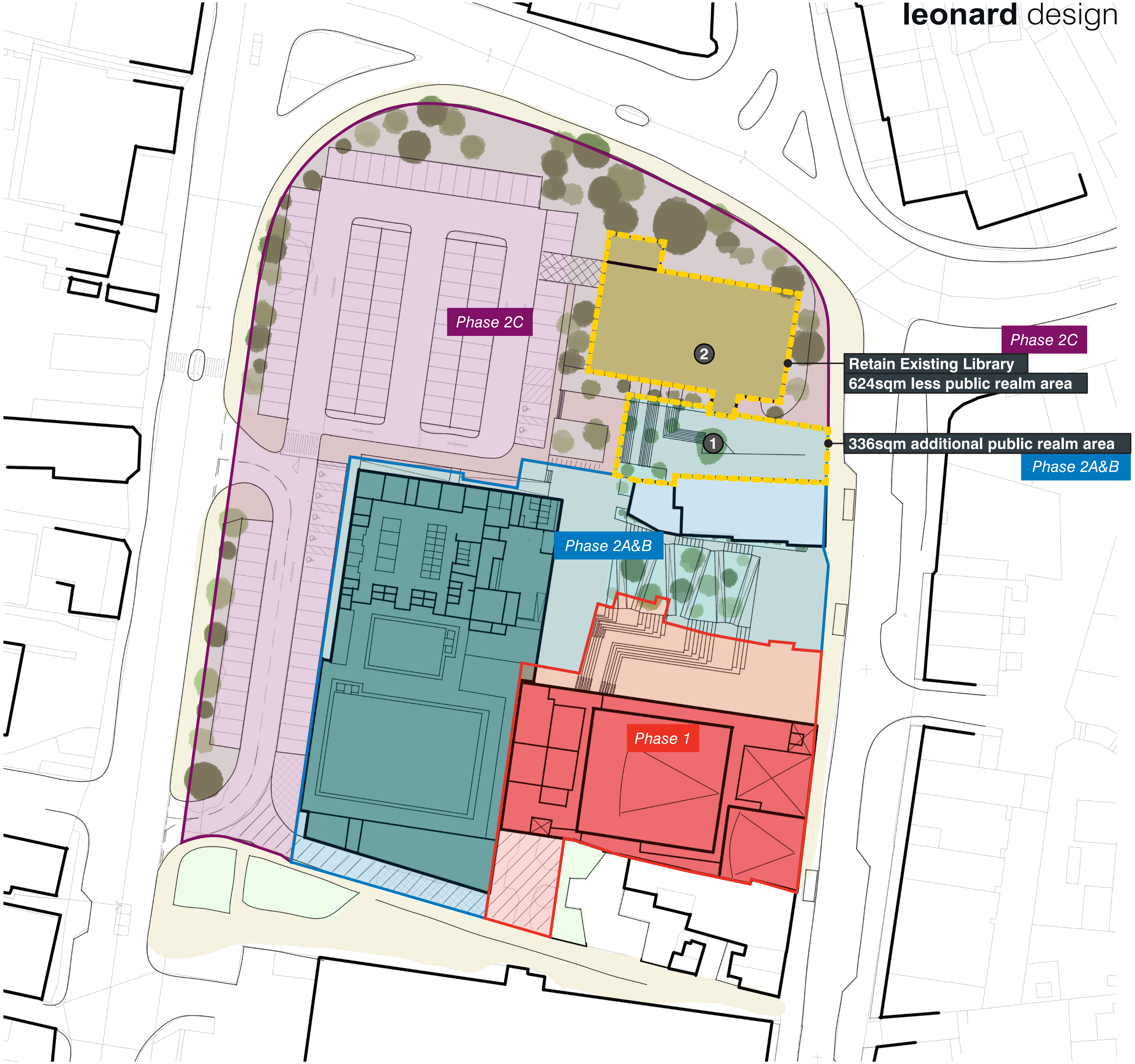
Area to the south of the dentist & around new leisure centre: 1,171 sqm

① Phase 2A&B: Provides additional 336 sqm of public realm compared to the preferred scheme

Phase 2C: Car Park & Public Realm
Plot Area: 5,757sqm

Reinstate High St. Car Park: 1,237sqm
Temporary Car Park: 2,582sqm
Landscaping around existing library: 1,191sqm
Active Travel Hub + Child's Play: 123sqm

② Phase 2C = 624sqm less public realm than the preferred scheme

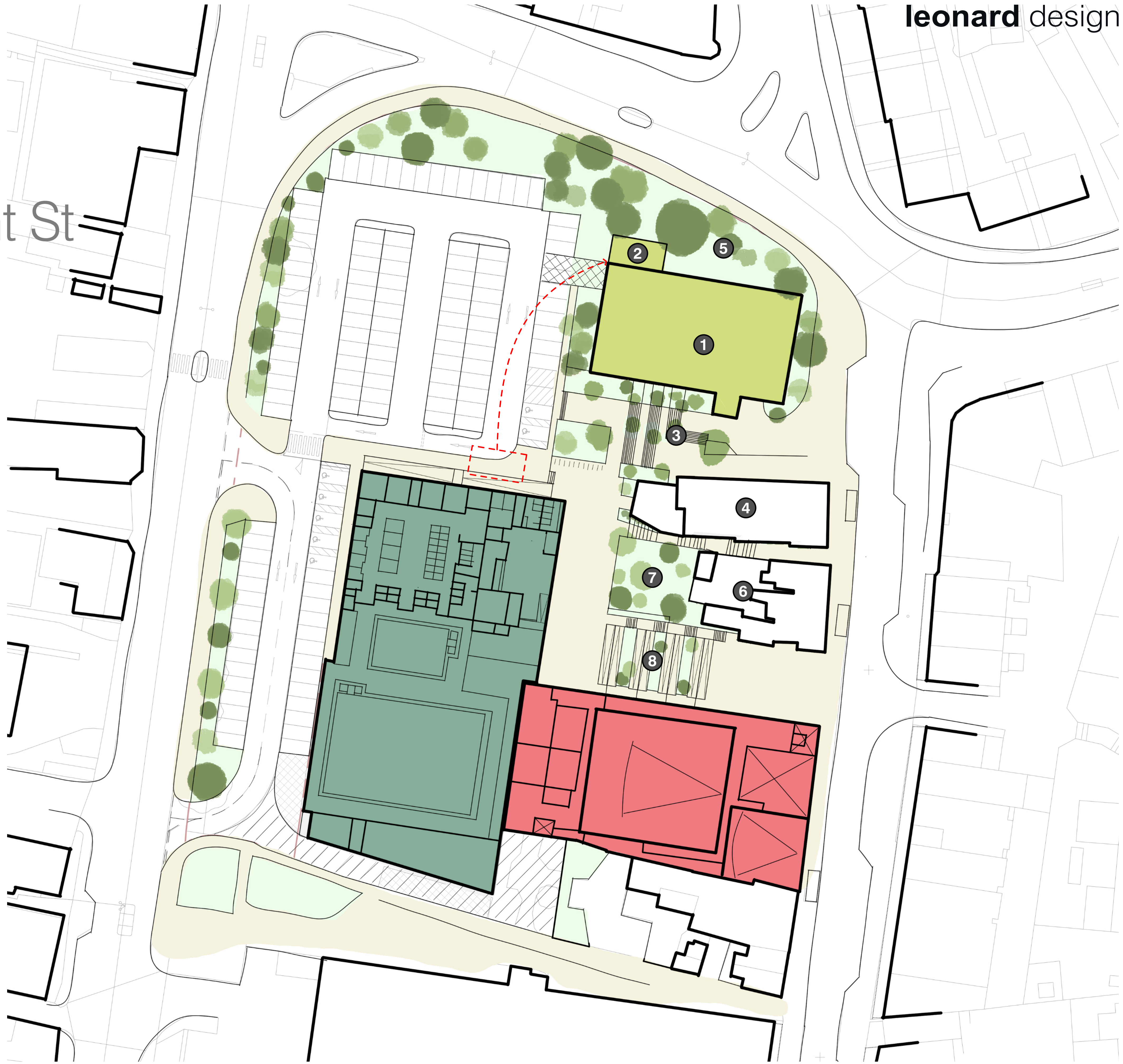


Alternative Option B
Retain 155-157 Front St

Option B retains the retail buildings at 155-157 Front Street, as well as the existing library and dentist.

1. The existing library is retained.
2. The library's existing substation relocates to the north of the library to allow the bridge and current substation to be demolished.
3. The public realm to the south of the library is adapted to accommodate accessible movement from Front Street to the new High Street car park.
4. The dentist buildings remain.
5. The 'community garden' is lost, with green space around the existing library retained.
6. 155-157 Front Street are retained, along with their garden and outbuilding.
7. The rear of these properties are masked off from the leisure centre by greenery & planting.
8. The public realm is reduced to the phase 1 area associated with the arts venue. This can be terraced steps (as shown here), a series of ramps or simple stairs (see page 13).

The rest of the masterplan remains the same.



Alternative Option B
Public Realm Areas

Phase 1: Arts Venue
Plot Area: 2,040sqm
Footprint Area: 1,308sqm
Public Realm Area: 732sqm

Phase 2A&B: Leisure Centre
Plot Area: 4,080sqm
Footprint Area, Leisure Centre: 2,207sqm
Public Realm Area Total: 1,561sqm

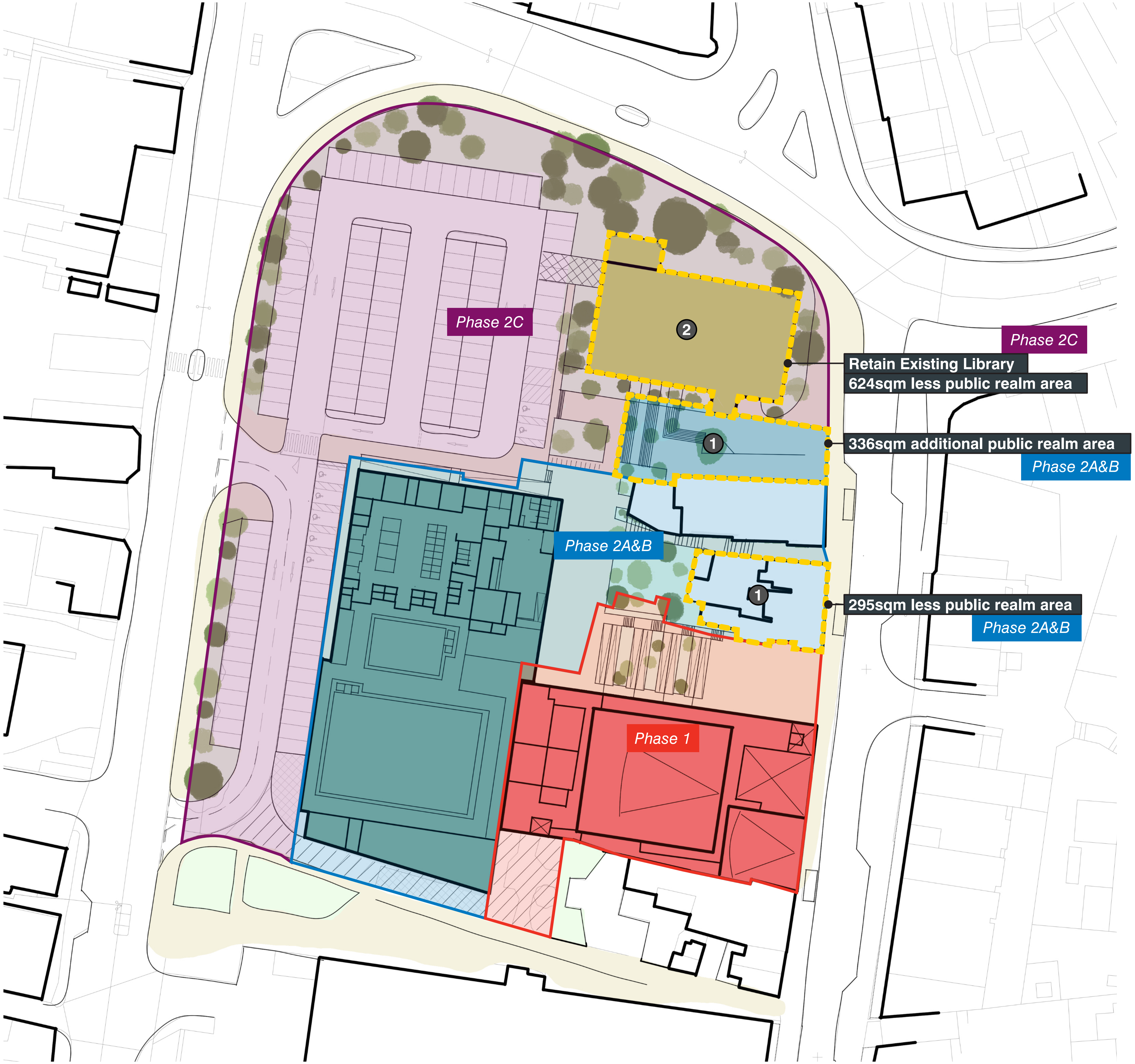
Area in front of existing library: 390sqm
Public realm around the new leisure centre: 876sqm

① Phase 2A&B = Provides additional 41sqm of public realm compared to the preferred scheme

Phase 2C: Car Park & Public Realm
Plot Area: 5,757sqm

Reinstate High St. Car Park: 1,237sqm
Temporary Car Park: 2,582sqm
Landscaping around existing library: 1,191sqm
Active Travel Hub + Child's Play: 123sqm

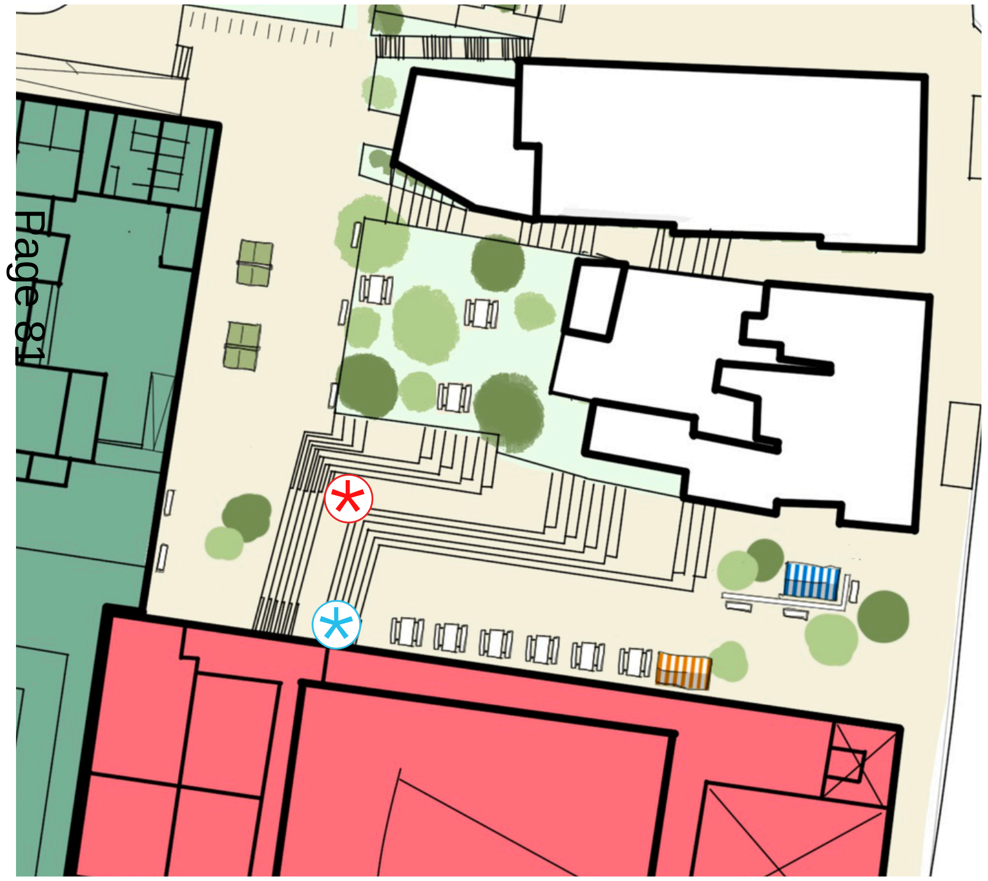
② Phase 2C = 624sqm less public realm than the preferred scheme


Phase 2C
2
Phase 2C
Retain Existing Library
624sqm less public realm area
1
336sqm additional public realm area
Phase 2A&B
Phase 2A&B
1
295sqm less public realm area
Phase 2A&B
Phase 1

⊛ Ampitheatre-style stepped seating
⊛ Greening opportunities between ramps
⊛ Pedestrian steps.

Alternative Option B
Access Options

Existing Strategy
The current strategy provides terraced steps both acting as access to the leisure centre and as somewhere to sit. There is a flat area next to Front Street to allow for street food vendors or events to activate the space.

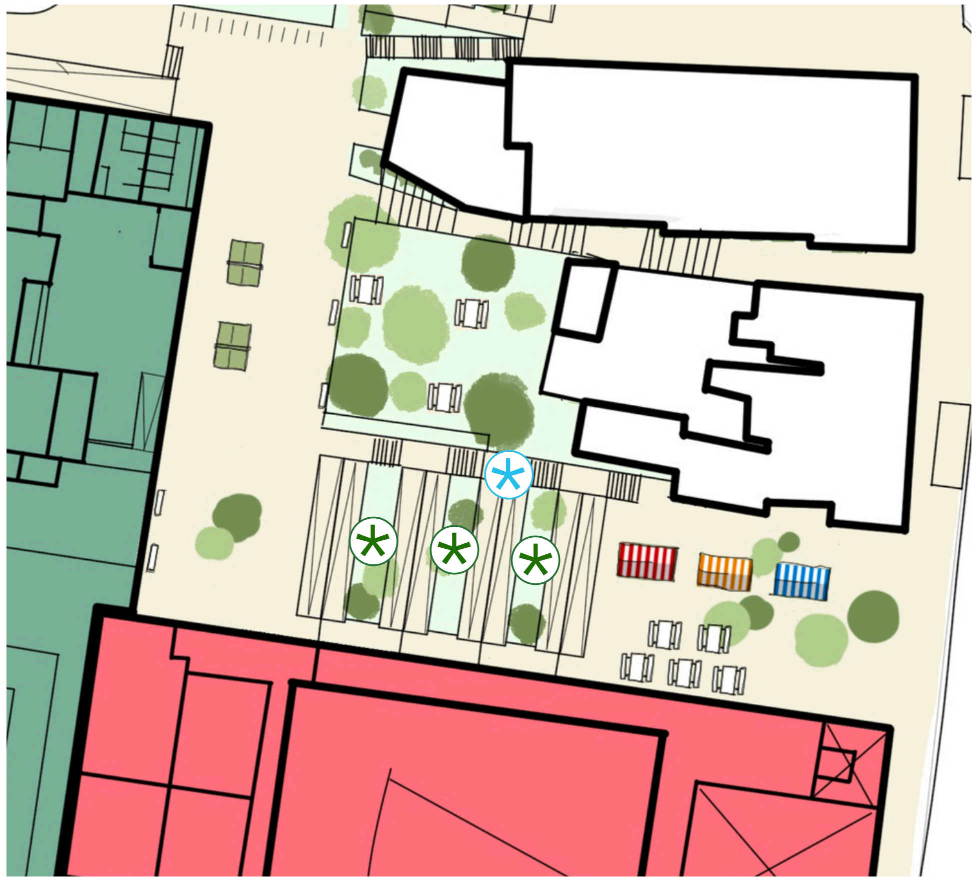


NO	Accessible* *(an accessible external lift could be used)*
YES	Places to sit
YES	Places to sit facing south
YES	Flat area for events off Front Street

Creates the potential for an external amphitheatre-type space to bring the performances in the arts venue outside. Provides the potential for a greater range of activities and events. Existing access arrangements to the rear of retail units 155-157 should be investigated.

*Accessible access from High st.

Ramps
To provide accessible access between Front Street and the leisure centre, a series of 6 switch-back ramps are required. These could have green spaces between them to soften the edge to Front Street whilst retaining a flat public realm for events.

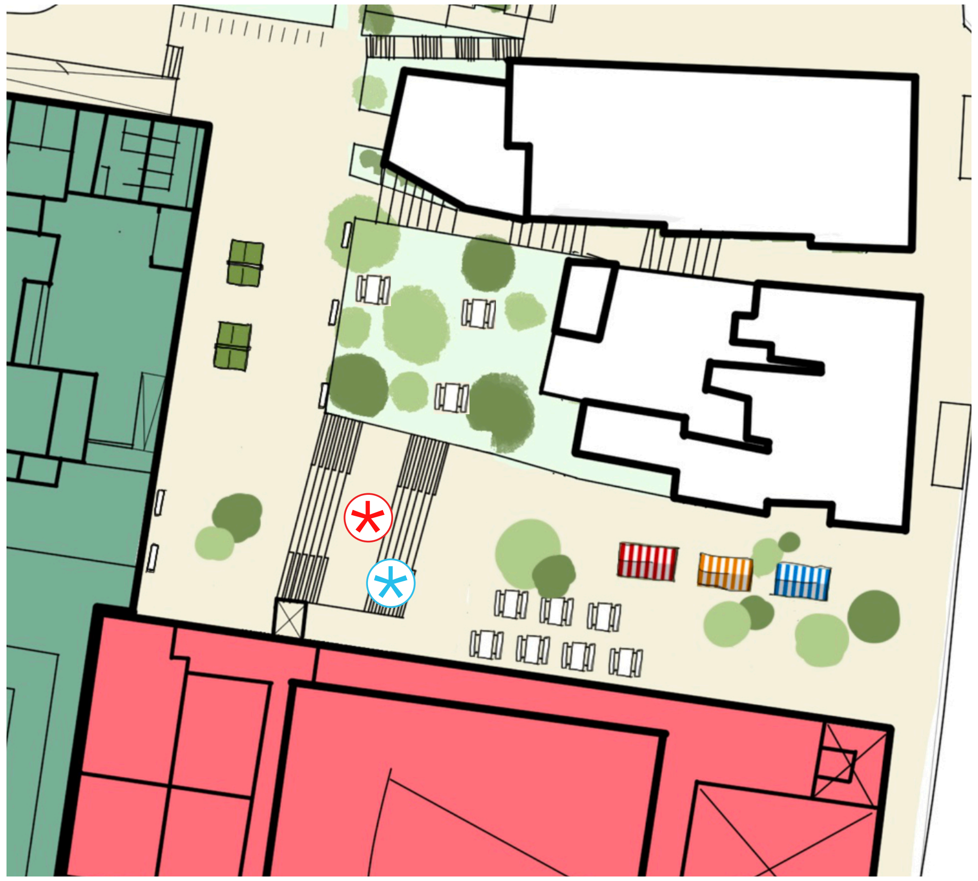


YES	Accessible
NO	Places to sit
NO	Places to sit facing south
YES	Flat area for events off Front Street

Reduces area for events off Front Street. With careful planning and design there could also be an amphitheatre-type space provided. Existing access arrangements to the rear of retail units 155-157 should be investigated.

*Although DDA-compliant ramps are the preferred solution, providing compliant ramps would require occupying majority of the public realm.

Stairs
A simpler option to provide terraced steps perpendicular to the arts venue, providing somewhere to sit and access to the leisure centre. An external lift could provide wheelchair access between the leisure centre and Front Street level.



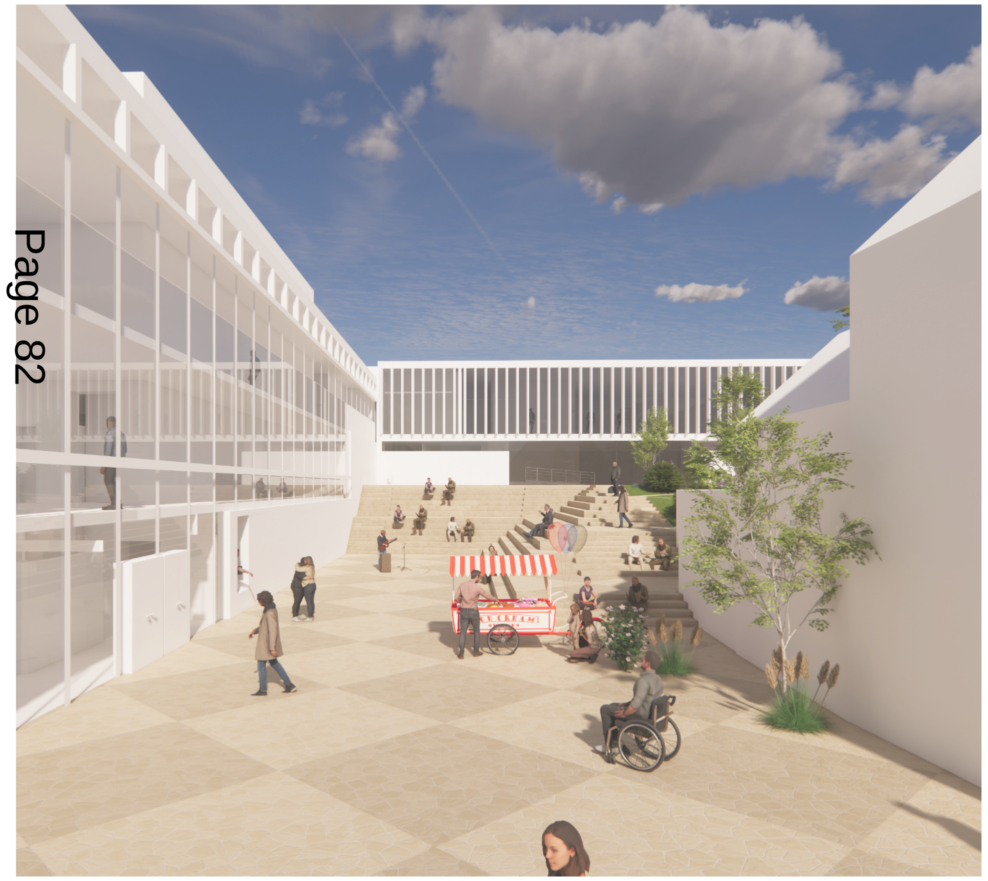
YES	Accessible* *(an accessible external lift could be used)*
YES	Places to sit
NO	Places to sit facing south
YES	Flat area for events off Front Street

Potential issues: Cost of external lift: both up-front and on-going maintenance. If the lift breaks down there is a long travel distance to find an accessible ramp to Front Street. Potential to use the lift in the arts venue, however relies on its operation to facilitate. Existing access arrangements to the rear of retail units 155-157 should be investigated.

*Accessible access via lift.

Alternative Option B
Access Options

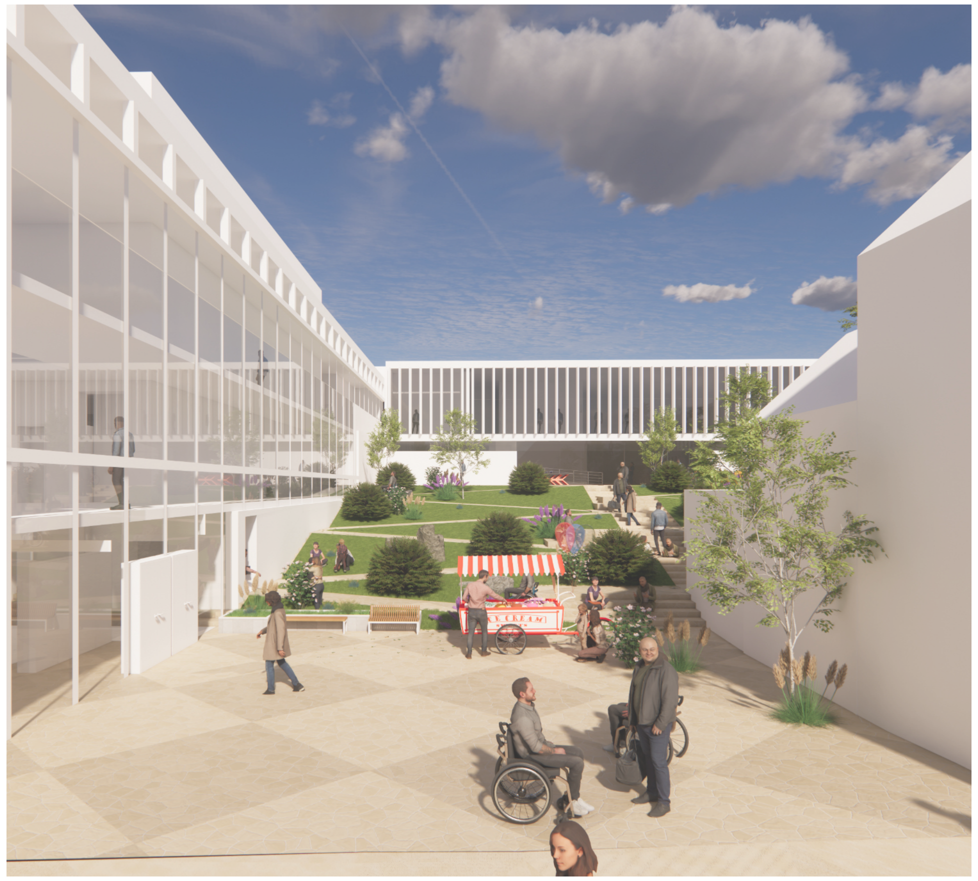
Existing Strategy
The current strategy provides terraced steps both acting as access to the leisure centre and as somewhere to sit. There is a flat area next to Front Street to allow for street food vendors or events to activate the space.



NO	Accessible* *(an accessible external lift could be used)*
YES	Places to sit
YES	Places to sit facing south
YES	Flat area for events off Front Street

Creates the potential for an external amphitheatre-type space to bring the performances in the arts venue outside. Provides the potential for a greater range of activities and events.

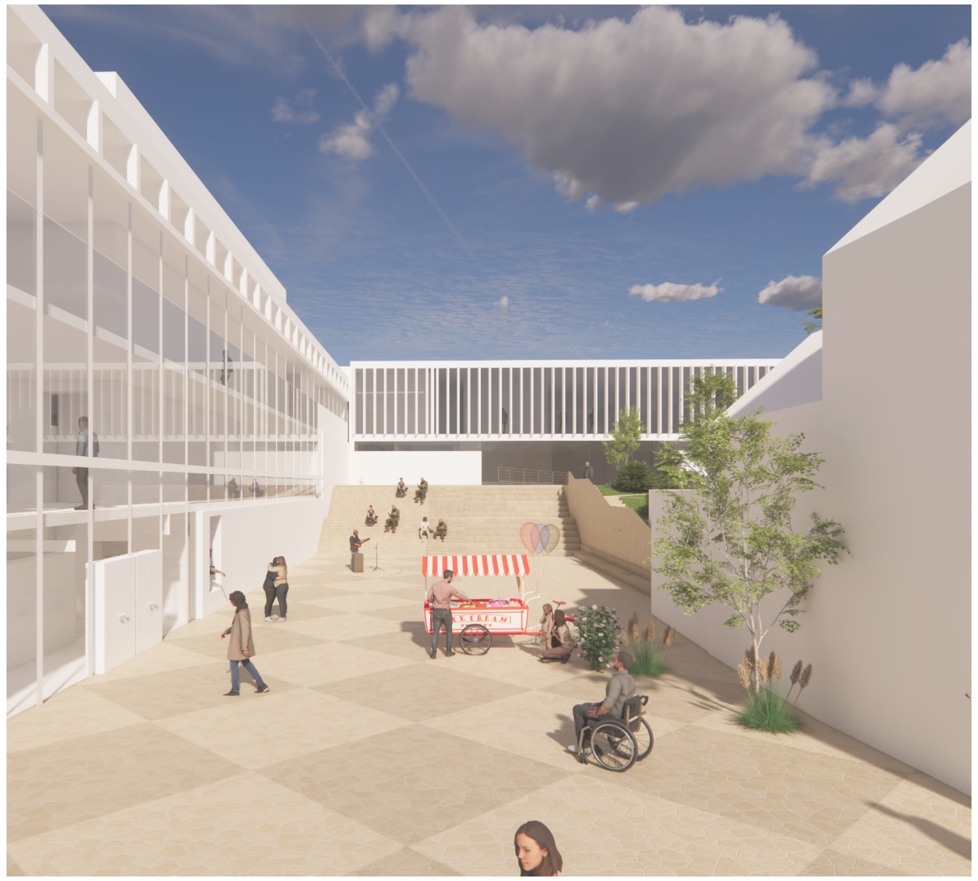
Ramps
To provide accessible access between Front Street and the leisure centre, a series of 6 switch-back ramps are required. These could have green spaces between them to soften the edge to Front Street whilst retaining a flat public realm for events.



YES	Accessible
NO	Places to sit
NO	Places to sit facing south
YES	Flat area for events off Front Street

Reduces area for events off Front Street. With careful planning and design there could also be an amphitheatre-type space provided.

Stairs
A simpler option to provide terraced steps perpendicular to the arts venue, providing somewhere to sit and access to the leisure centre. An external lift could provide wheelchair access between the leisure centre and Front Street level.

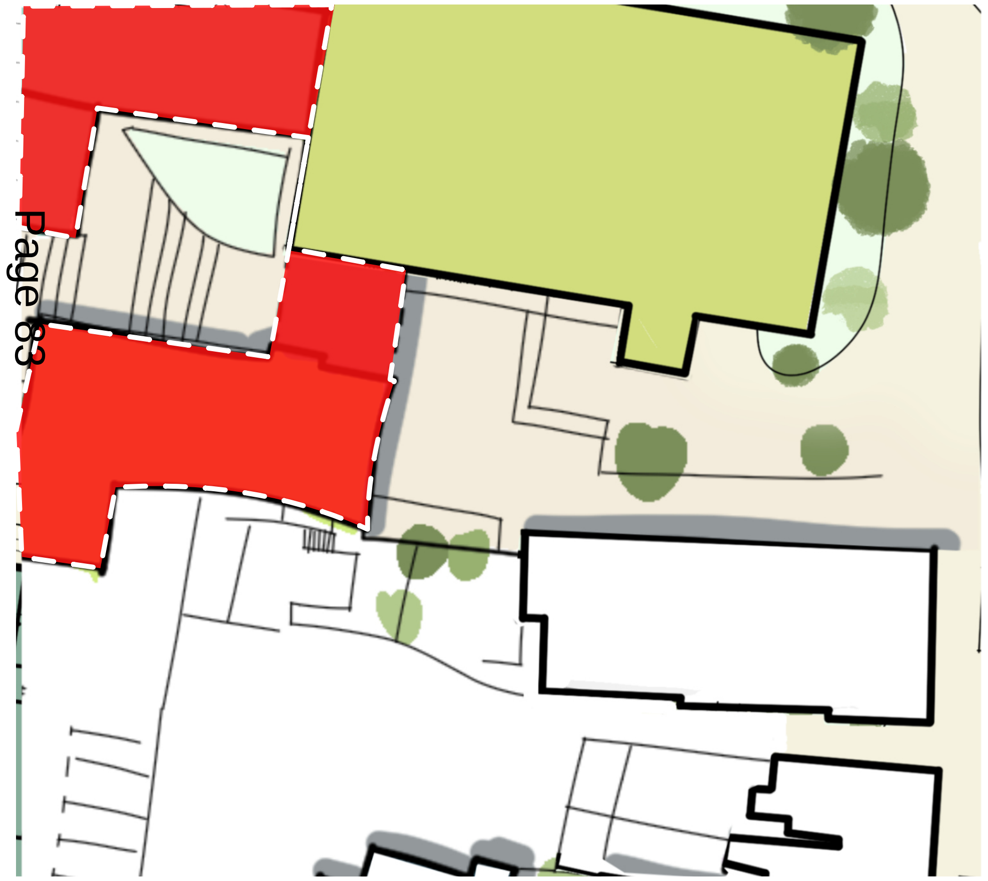


YES	Accessible* *(an accessible external lift could be used)*
YES	Places to sit
NO	Places to sit facing south
YES	Flat area for events off Front Street

Potential issues: Cost of external lift: both up-front and on-going maintenance. If the lift breaks down there is a long travel distance to find an accessible ramp to Front Street. Potential to use the lift in the arts venue, however relies on its operation to facilitate.

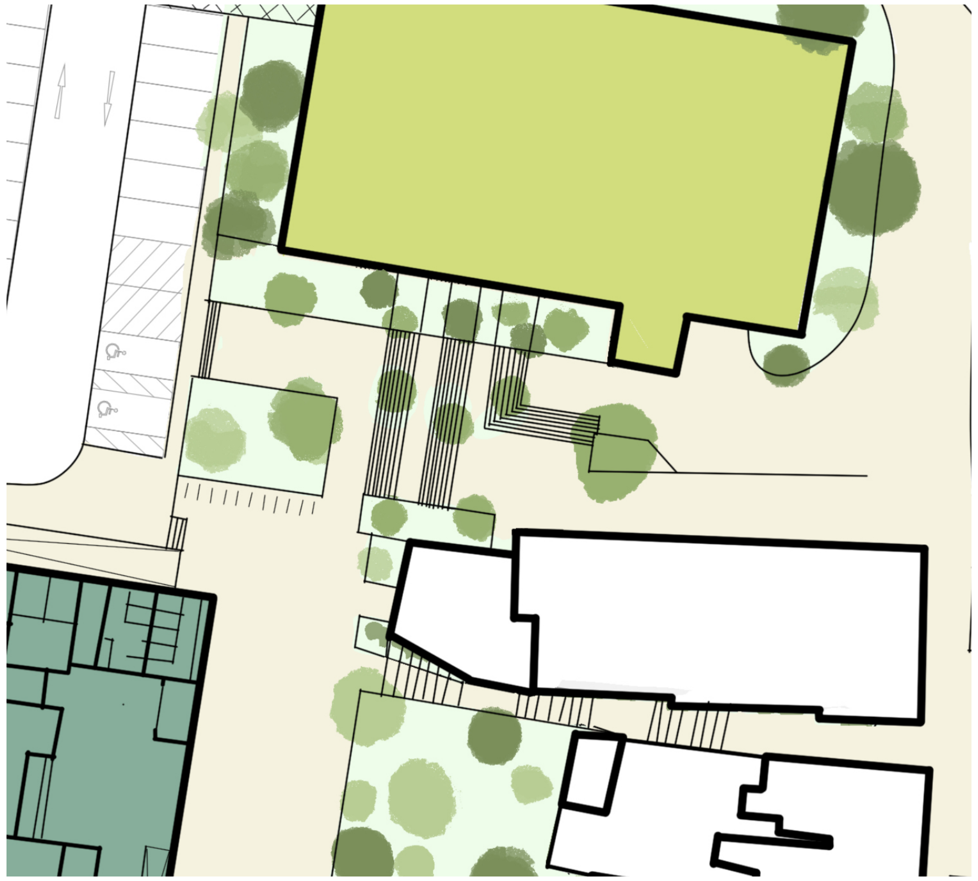
Alternative Option A & B
Access Options

Existing Plan
Existing stepped public realm. In both options the library is retained and the bridge link to the plant room as well as the link to the theatre are demolished. This leaves an area to make good in the public realm to connect to the new leisure centre and arts venue.

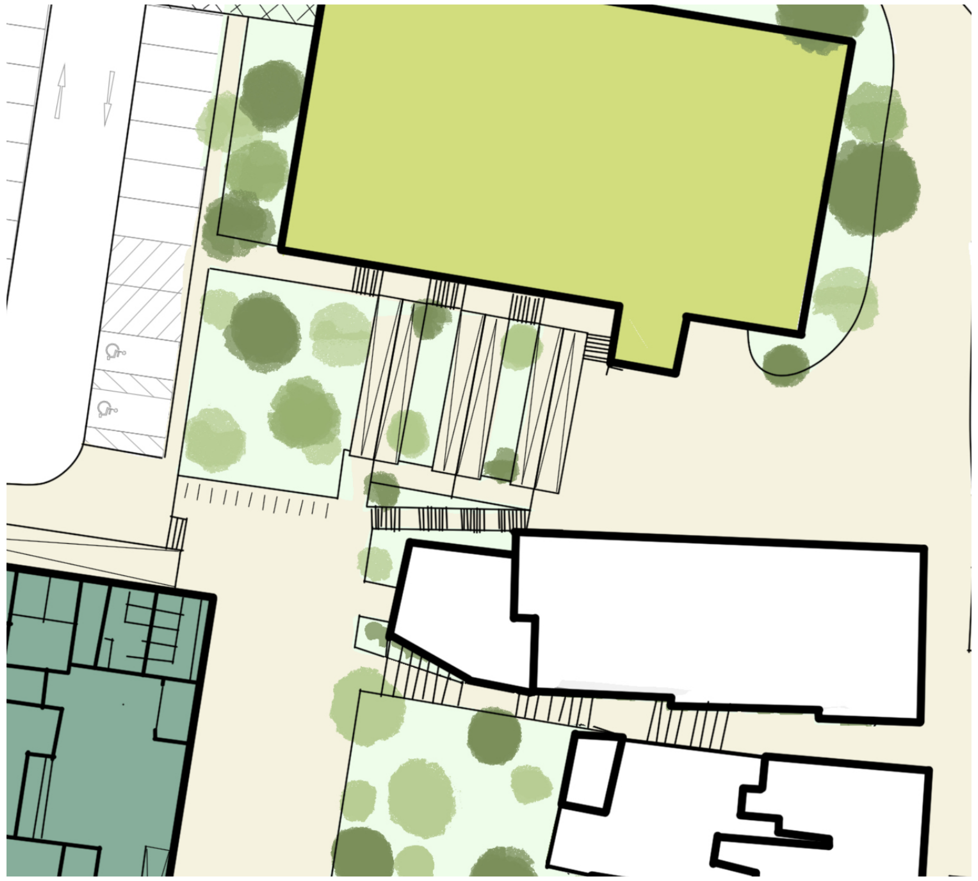


🟥 Substation, bridge, theatre and leisure centre to be demolished

Using the existing Public Realm
Making good the existing public realm following demolition of the bridge-link to provide steps connecting the different levels. It would therefore be a requirement for any Phase 1 work to include an accessible route between Front street and the High street.



Accessible Ramps
A series of switch-back ramps.



Area Comparison

	Original Option	Area (sqm)	Footprint Area (sqm)
Phase 1	Phase 1 Arts Centre: Total	2,061	*1,308*
	Multi-Use Auditorium (inc. Stage area)	424	
	Cinema (x2)	136	
	Multi-Purpose Performance Space	63	
	F&B	193	
	Kitchen/Storage	147	
	Dressing Rooms	151	
	BoH/Fire Escapes	402	
	Circulation	313	
	WC's	232	
	Phase 1 Public Realm: Total		732
	Public Realm (generally hard landscaping)		732
Phase 2	Phase 2A Library: Total	1,601	*648*
	Flexible Open Space (Children, Adults, Staff)	1,211	
	Meeting Rooms	74	
	WC's	84	
	Circulation	167	
	BOH/Plant	65	
	Phase 2A Public Realm: Total		1,225
	Phase 2 Public Realm (mix of hard and soft landscaping)		1,225
	Phase 2B Leisure Centre: Total	3,326	*2,207*
	Entrance Foyer/Circulation	256	
	Public WC's	28	
	BOH/Plant	392	
	Wet Changing Village/Health Suite	467	
	Pool	1,037	
	Café Area & Poolside Balcony	125	
	Gym	3	
	Studios	729	
	Staff	22	
	Dry-side Changing	158	
	Dry-side WC's	109	
	Phase 2C Public Realm: Total		5,757
	Active Travel Hub + Child's Play		123
	Temporary Car Park		2,582
	Community Garden (soft landscaping)		1,815
	Reinstate High St CP & Service Route		1,237
	Demolition		
	Demolition - Phase 1 (WMC & Shops)		970
	Hard landscaping removed - Phase 1		1,070
	Demolition - Phase 2A (shops)		185
	Demolition - Phase 2A (dentist)		255
	Hard landscaping removed - Phase 2A		3,640
	Demolition - Phase 2C Buildings (theatre, lib. & leisure centre)		2,260
	Demolition - Phase 2C Public realm around buildings		3,497

Option A	Area (sqm)	Footprint Area (sqm)
Phase 1 Arts Centre: Total	2,061	*1,308*
Multi-Use Auditorium (inc. Stage area)	424	
Cinema (x2)	136	
Multi-Purpose Performance Space	63	
F&B	193	
Kitchen/Storage	147	
Dressing Rooms	151	
BoH/Fire Escapes	402	
Circulation	313	
WC's	232	
Phase 1 Public Realm: Total		732
Public Realm (generally hard landscaping)		732
Refurbish existing Library		*624*
Relocate existing substation to north of the existing building		45
Refurbish existing building & make good facades (approx. 60sqm façade area)		
Phase 2A Public Realm: Total		1,561
Area in front of existing library building.		390
Area to the South of the dentist & around new leisure centre		1,171
Phase 2B Leisure Centre: Total	3,326	*2,207*
Entrance Foyer/Circulation	256	
Public WC's	28	
BOH/Plant	392	
Wet Changing Village/Health Suite	467	
Pool	1,037	
Café Area & Poolside Balcony	125	
Gym	3	
Studios	729	
Staff	22	
Dry-side Changing	158	
Dry-side WC's	109	
Phase 2C Public Realm: Total		5,133
Active Travel Hub + Child's Play		123
Temporary Car Park		2,582
Landscaping around existing library		1,191
Reinstate High St CP & Service Route		1,237
Demolition		
Demolition - Phase 1 (WMC & Shops)		970
Hard landscaping removed - Phase 1		1,070
Demolition - Phase 2A (shops)		185
~~Demolition - Phase 2A (dentist)~~		~~255~~
Hard landscaping removed - Phase 2A		3,640
Demolition - Phase 2C Buildings (theatre, lib. & leisure centre)		1,636
Demolition - Phase 2C Public realm around buildings		4,121

Option B	Area (sqm)	Footprint Area (sqm)
Phase 1 Arts Centre: Total	2,061	*1,308*
Multi-Use Auditorium (inc. Stage area)	424	
Cinema (x2)	136	
Multi-Purpose Performance Space	63	
F&B	193	
Kitchen/Storage	147	
Dressing Rooms	151	
BoH/Fire Escapes	402	
Circulation	313	
WC's	232	
Phase 1 Public Realm: Total		732
Public Realm (generally hard landscaping)		732
Refurbish existing Library		*624*
Relocate existing substation to north of the existing building		45
Refurbish existing building		
Phase 2A Public Realm: Total		1,266
Area in front of existing library building.		390
Public realm around the new leisure centre		876
Phase 2B Leisure Centre: Total	3,326	*2,207*
Entrance Foyer/Circulation	256	
Public WC's	28	
BOH/Plant	392	
Wet Changing Village/Health Suite	467	
Pool	1,037	
Café Area & Poolside Balcony	125	
Gym	3	
Studios	729	
Staff	22	
Dry-side Changing	158	
Dry-side WC's	109	
Phase 2C Public Realm: Total		5,133
Active Travel Hub + Child's Play		123
Temporary Car Park		2,582
Landscaping around existing library		1,191
Reinstate High St CP & Service Route		1,237
Demolition		
Demolition - Phase 1 (WMC & Shops)		970
Hard landscaping removed - Phase 1		1,070
~~Demolition - Phase 2A (shops)~~		~~185~~
~~Demolition - Phase 2A (dentist)~~		~~255~~
Hard landscaping removed - Phase 2A		3,640
Demolition - Phase 2C Buildings (theatre, lib. & leisure centre)		1,636
Demolition - Phase 2C Public realm around buildings		4,121

**Highlighted in yellow where the area is different to the preferred Stage 2 scheme.*

Phasing
Preferred Option

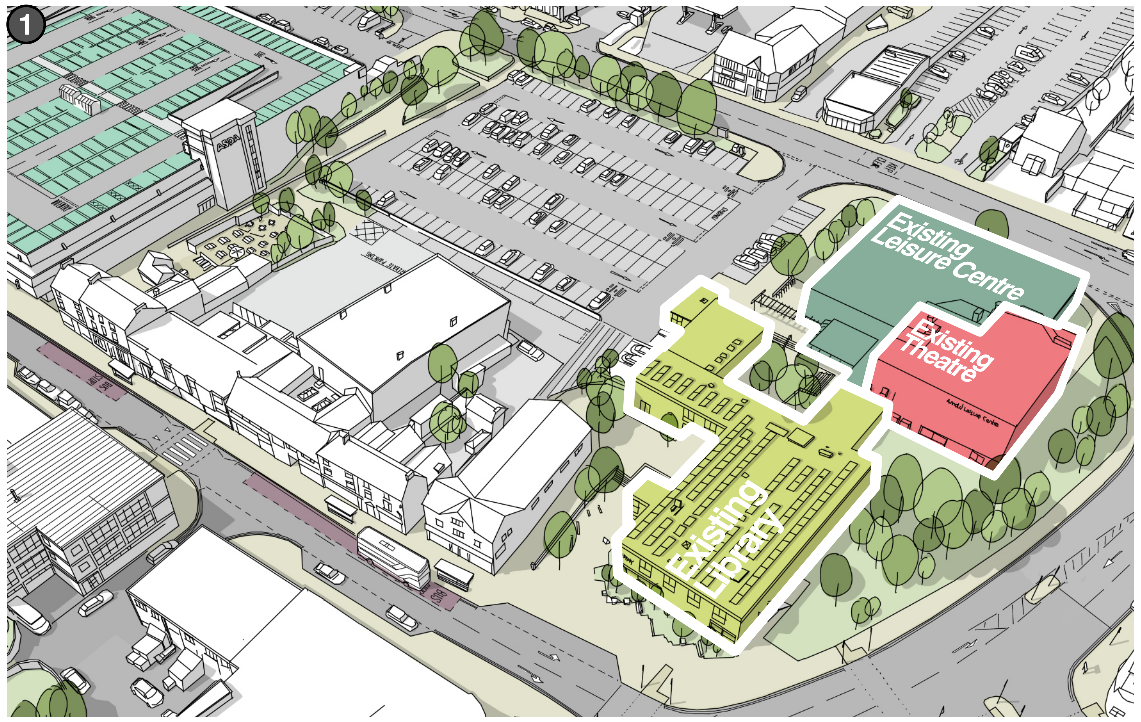
Arts Venue	🟥
Leisure Centre	🟩
Library	🟨

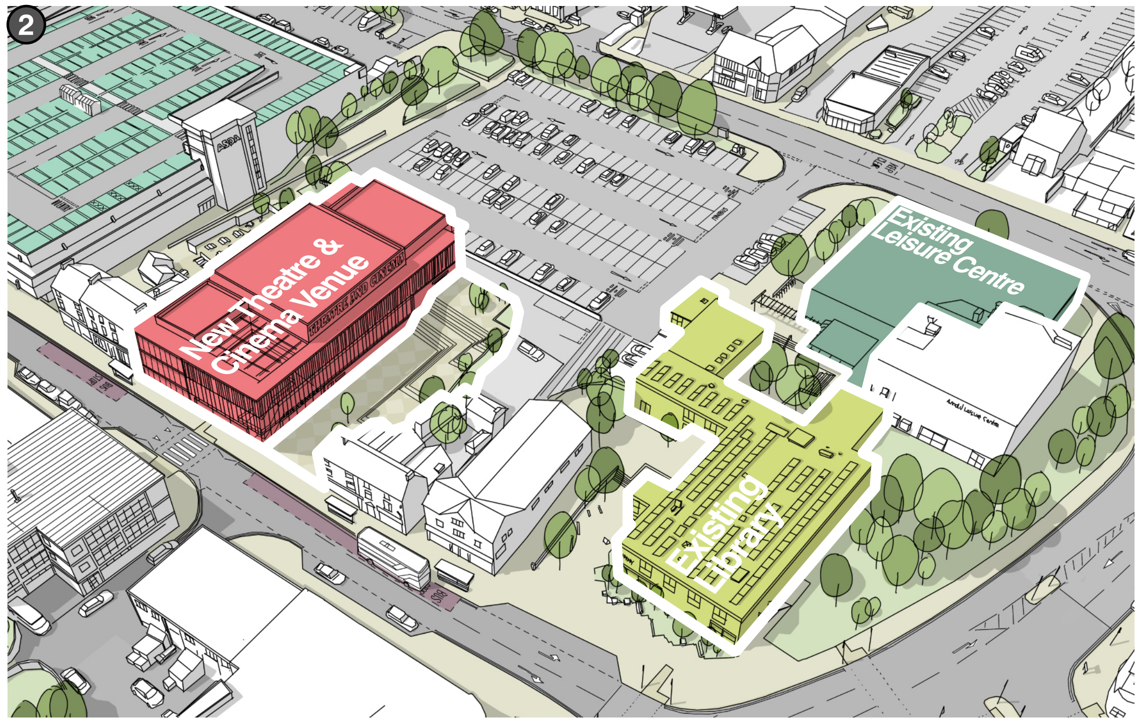
1. Existing

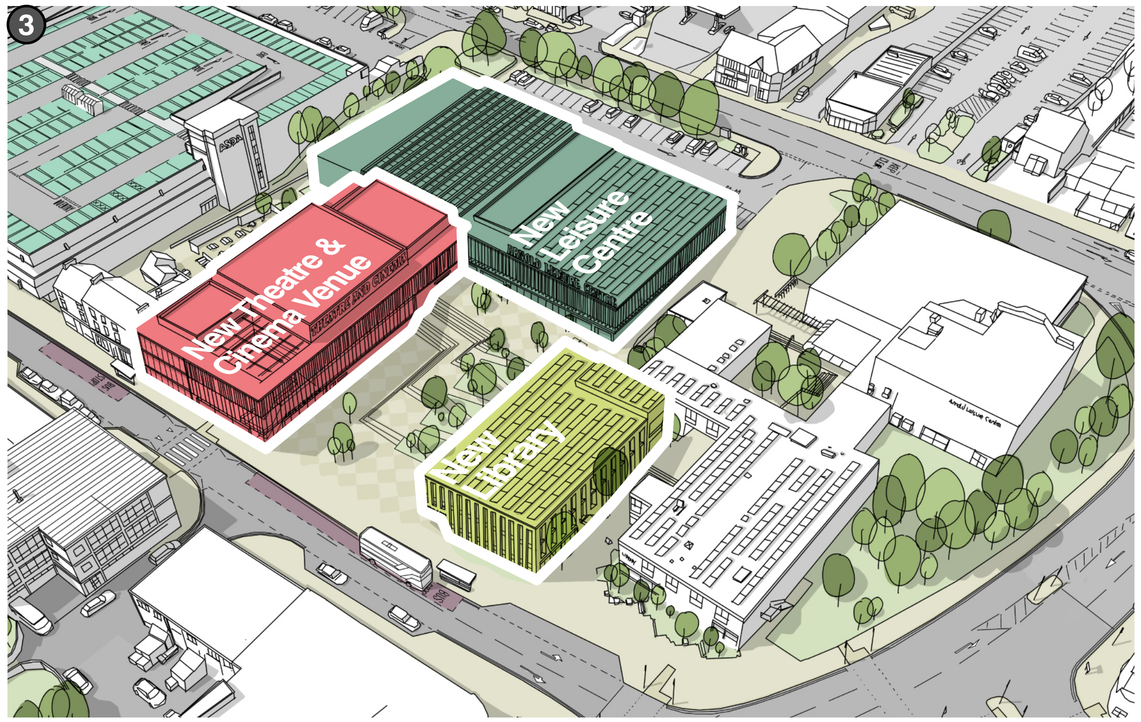
2. Phase 1: Build the new arts venue
- Former working men's club demolished
- New public realm connecting to High Street car park built
- New arts venue built
- Existing Bonington Theatre closed

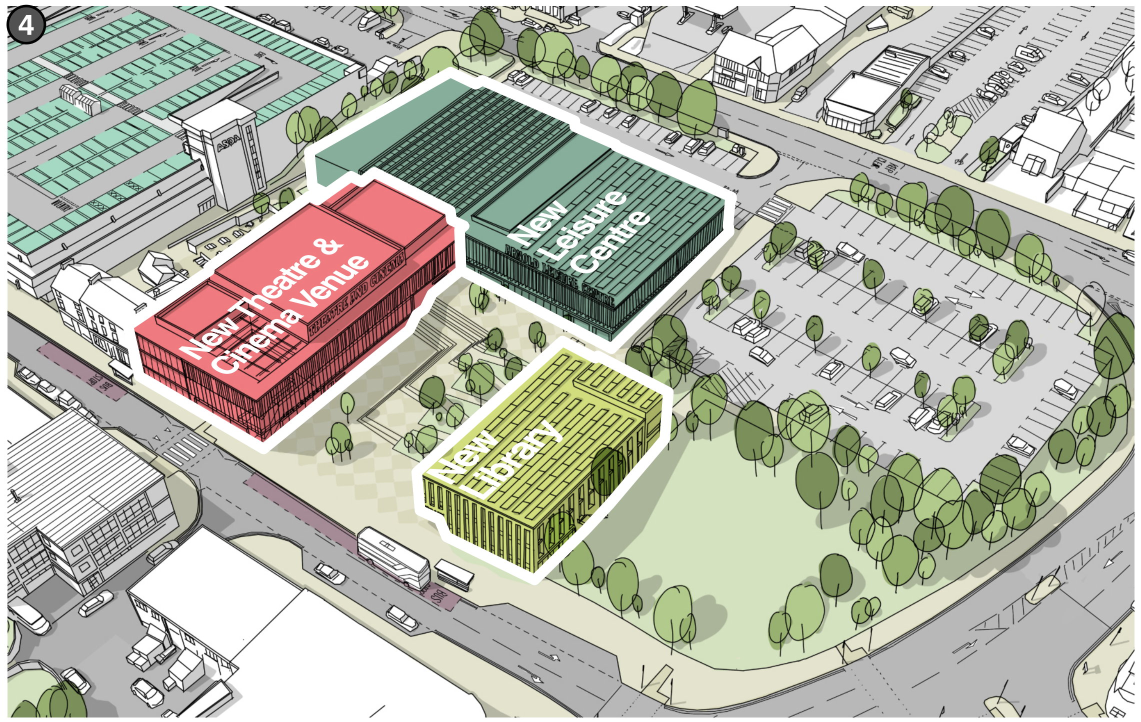
3. Build the new leisure centre & library
- Existing library and leisure centre remain open throughout construction
- 155-159 Front Street demolished
- New library constructed
- New leisure centre constructed
- Public realm created to link High Street and Front Street

4. Demolish the existing buildings
- Demolish the existing library and leisure centre
- Build a new High Street car park
- Create a new community garden next to the library
- Create a new child's play area and active travel hub
- Improve access to Druid's Tavern Car Park









Phasing
Alternative Option A

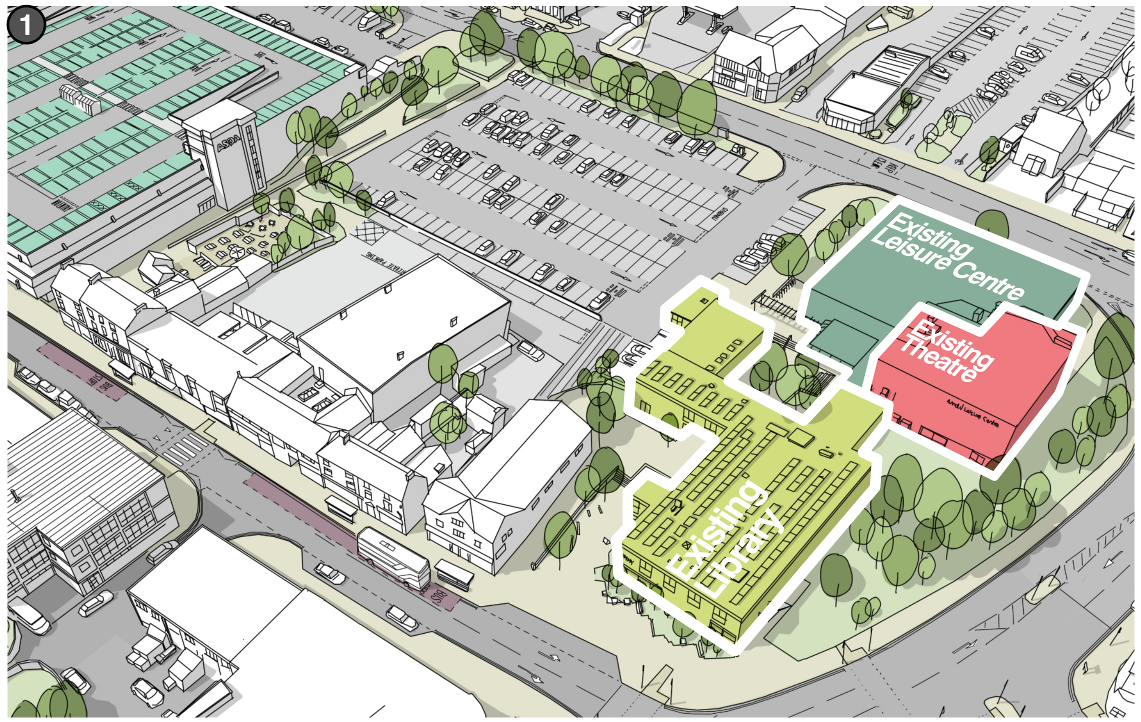
Arts Venue 🟥
Leisure Centre 🟩
Library 🟨

1. Existing

2. Phase 1: Build the new arts venue
- Former working men's club demolished
- New public realm connecting to High Street car park built
- New arts venue built
- Existing Bonington Theatre closed

3. Build the new Leisure Centre
- Existing leisure centre remains open throughout construction
- Relocate the library substation to the north of the existing building
- Demolish the existing substation & bridge link
- 155-157 Front Street demolished
- New leisure centre constructed
- Public realm created to link High Street and Front Street via a public square
- Create a new child's play area and active travel hub in the centre of the site

4. Demolish the existing leisure centre
- Demolish the existing leisure centre
- Build a new High Street car park
- Improve access to Druid's Tavern Car Park

1


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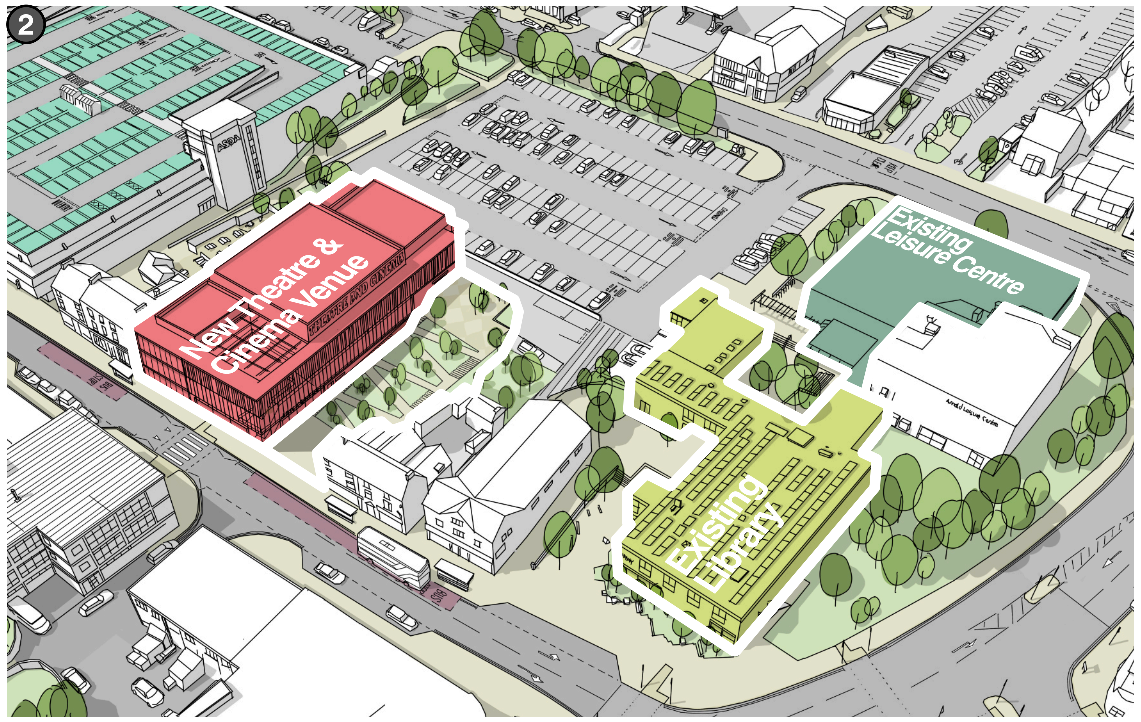

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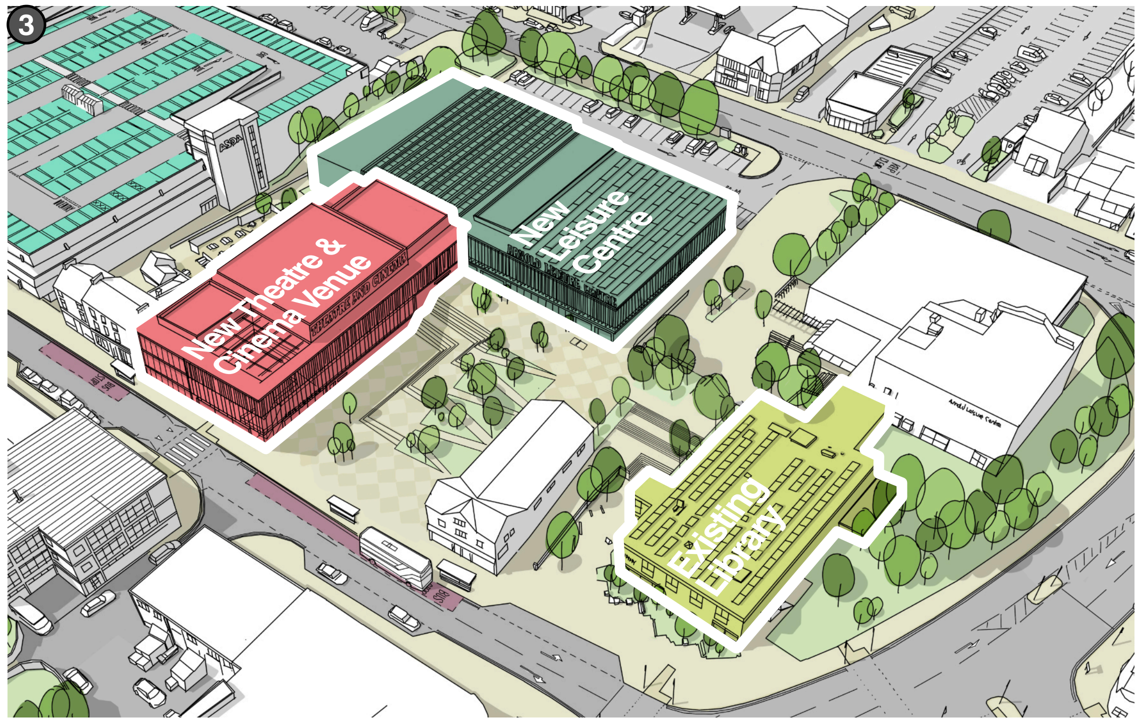

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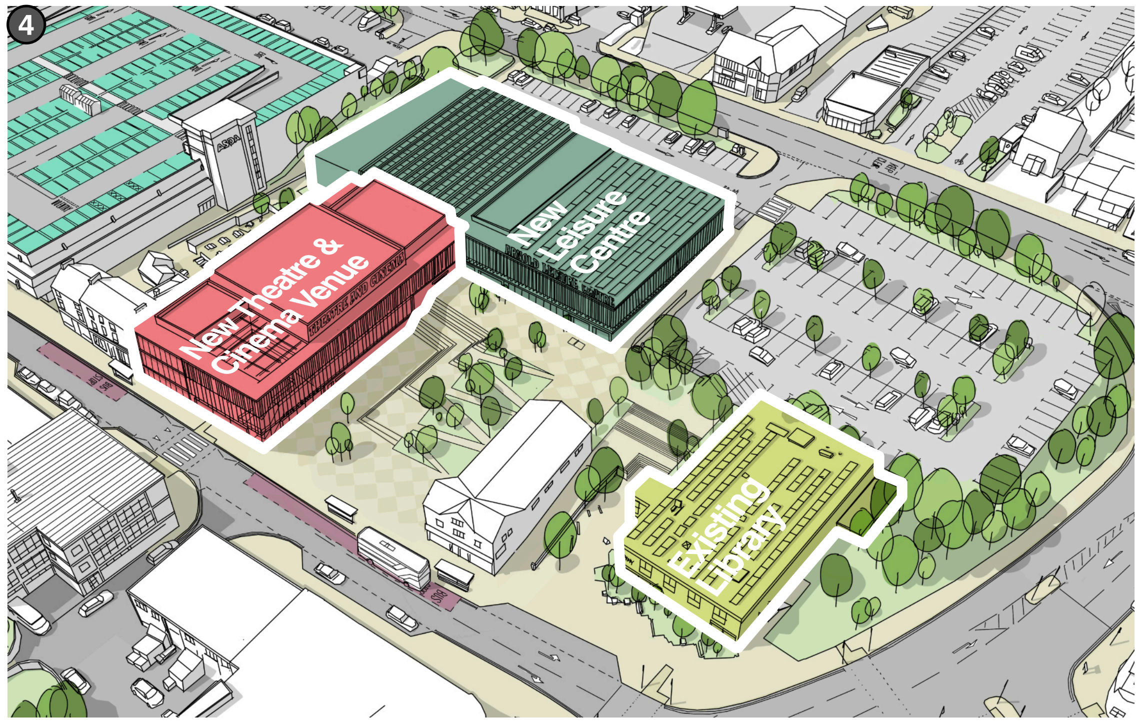


Phasing
Alternative Option B

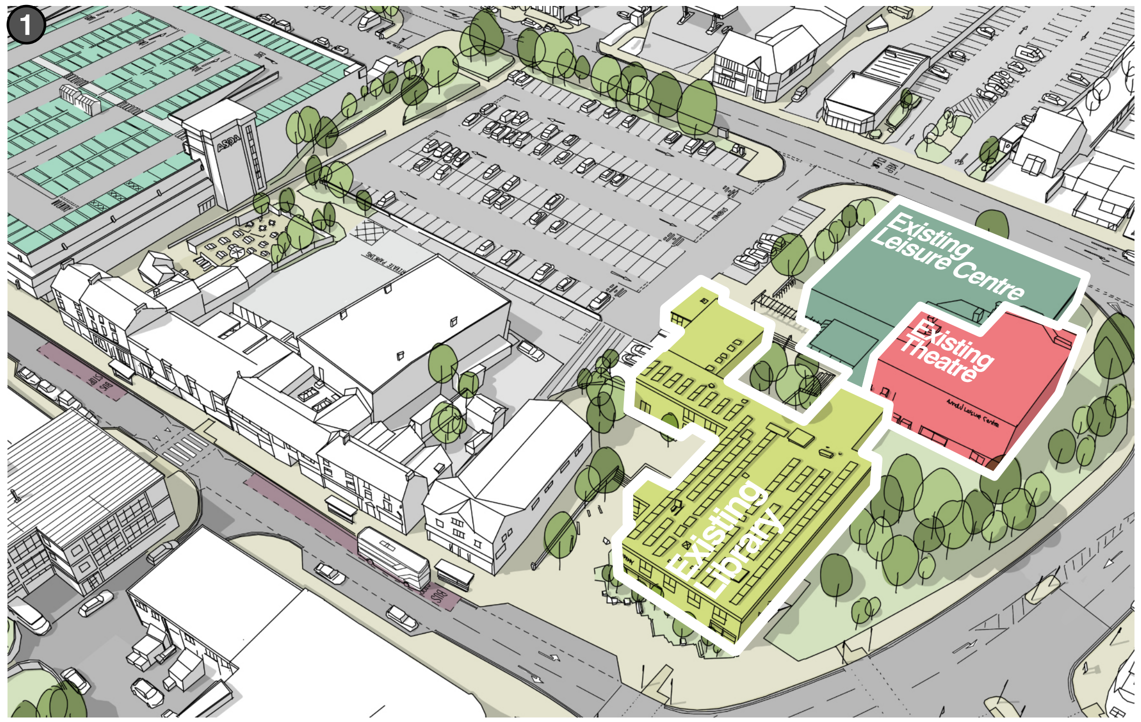
Arts Venue 🟥
Leisure Centre 🟩
Library 🟨

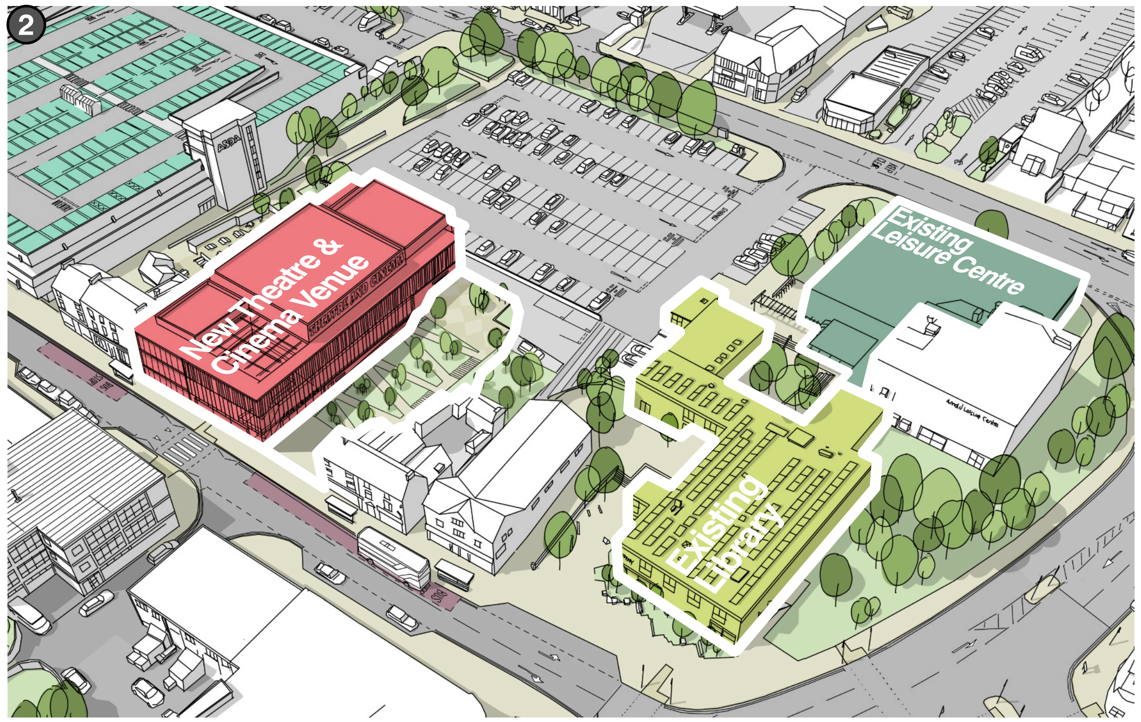
1. Existing

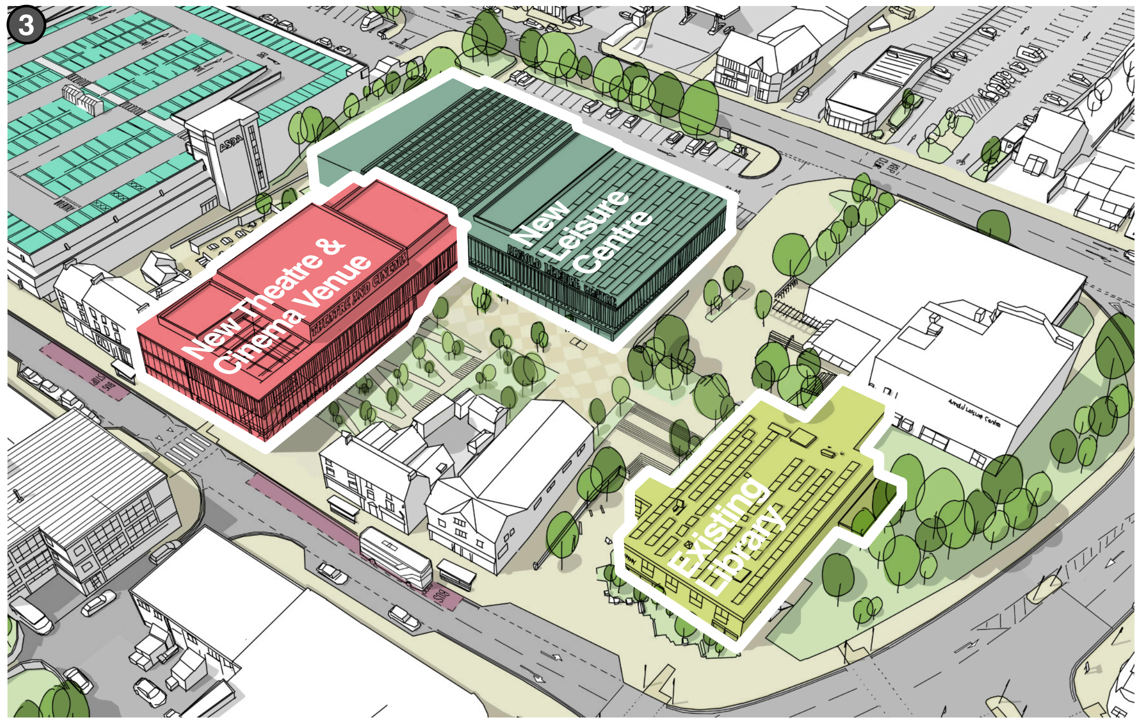
2. Phase 1: Build the new arts venue
- Former working men’s club demolished
- New public realm connecting to High Street car park built
- New arts venue built
- Existing Bonington Theatre closed

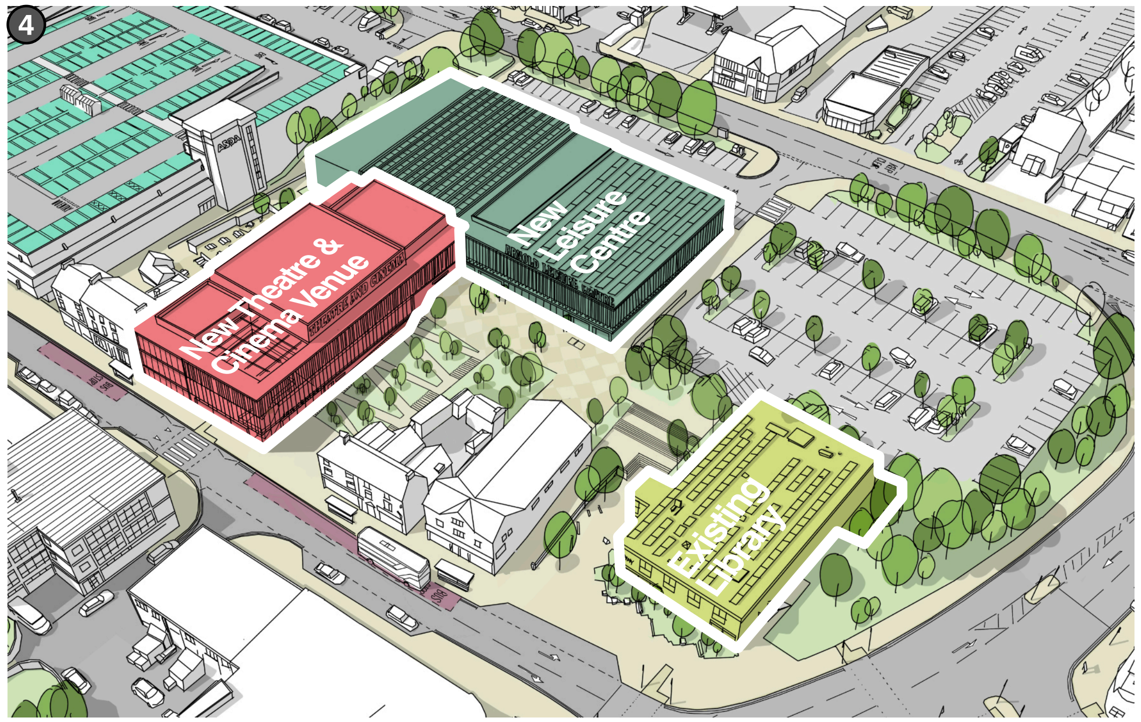
3. Build the new leisure centre
- Existing leisure centre remains open throughout construction
- Relocate the library substation to the north of the existing building
- Demolish the existing substation & bridge link
- New leisure centre constructed
- Create a new child’s play area and active travel hub in the centre of the site

4. Demolish the existing leisure centre
- Demolish the existing leisure centre
- Build a new High Street car park
- Improve access to Druid’s Tavern Car Park









Phasing
Retaining the Library

Arts Venue 🟥
Leisure Centre 🟩
Library 🟨

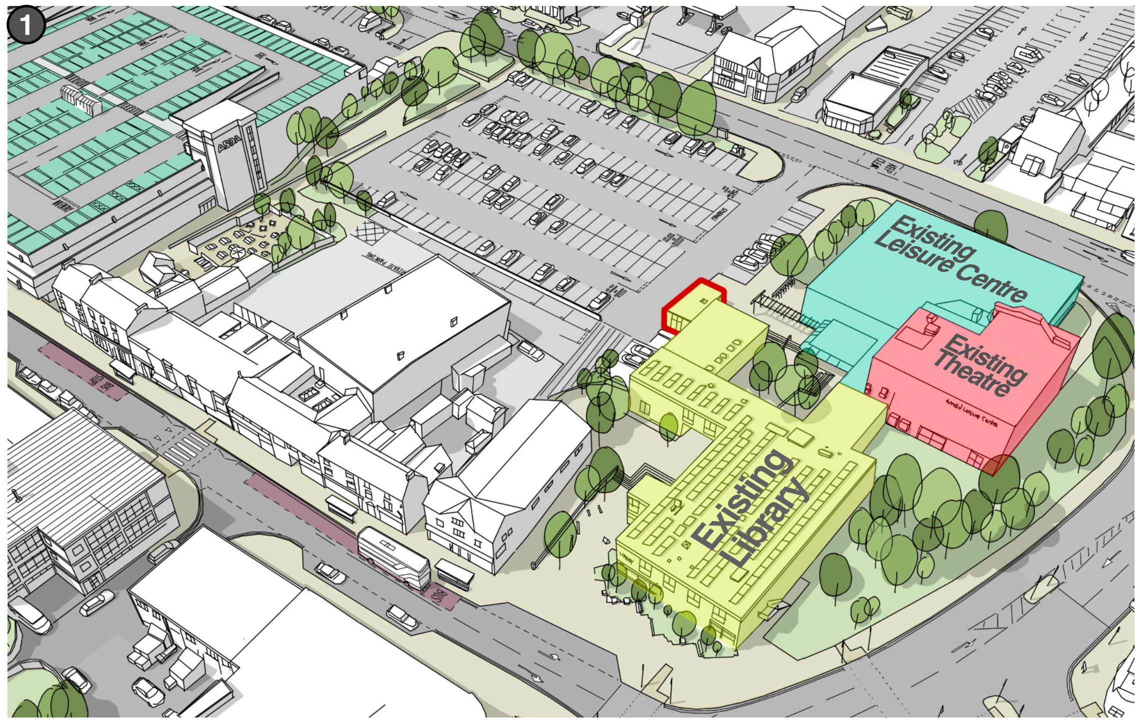
- Opportunity for plant room relocation (subject to County Council agreement).
- Scope for MEP upgrades and decarbonisation.

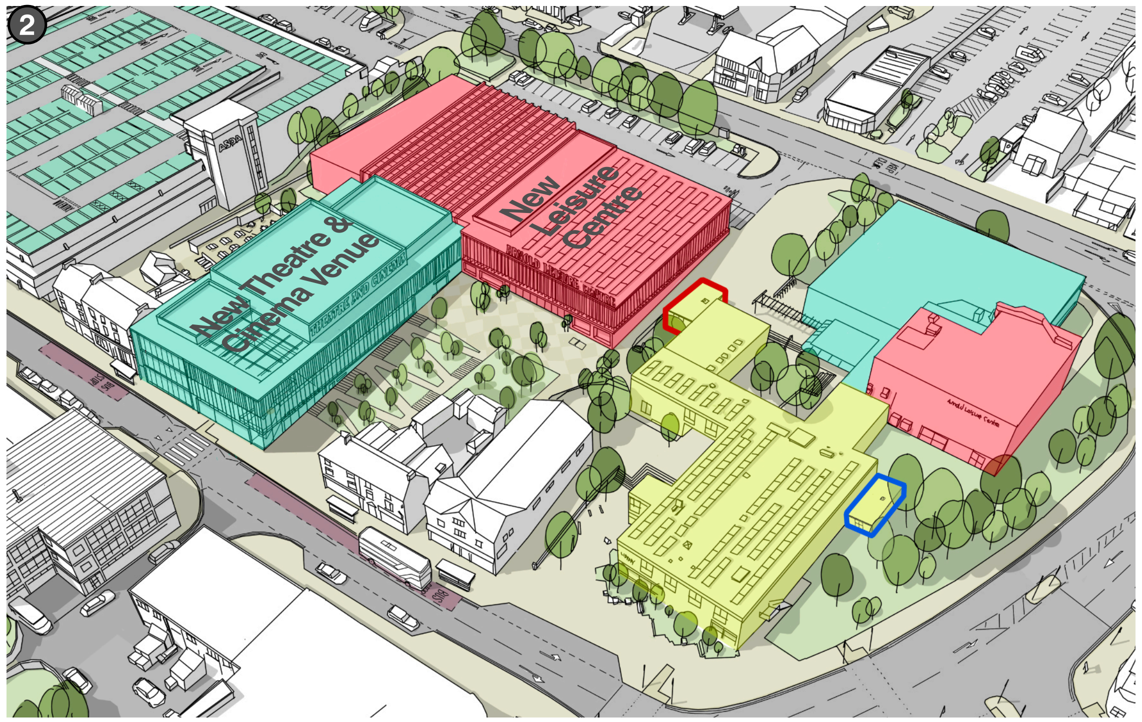
1. Existing
▭ Existing library substation

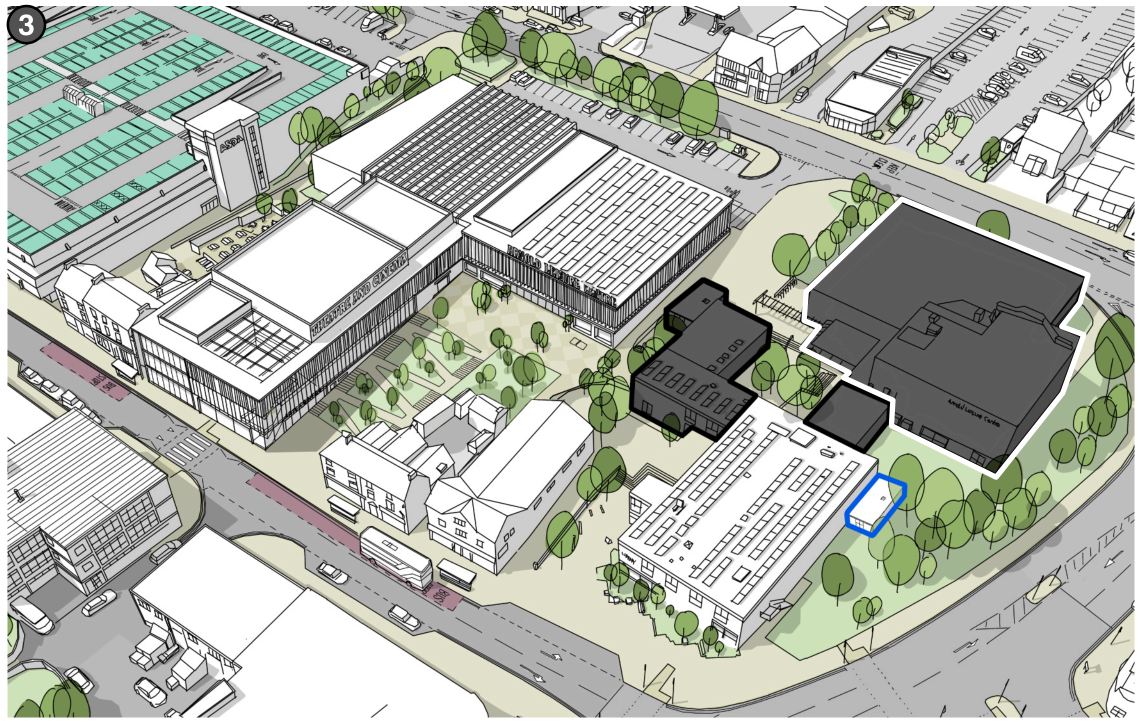
2. Library substation relocated
New arts venue and leisure centre constructed.
▭ Relocate the library substation to the north of the existing building.

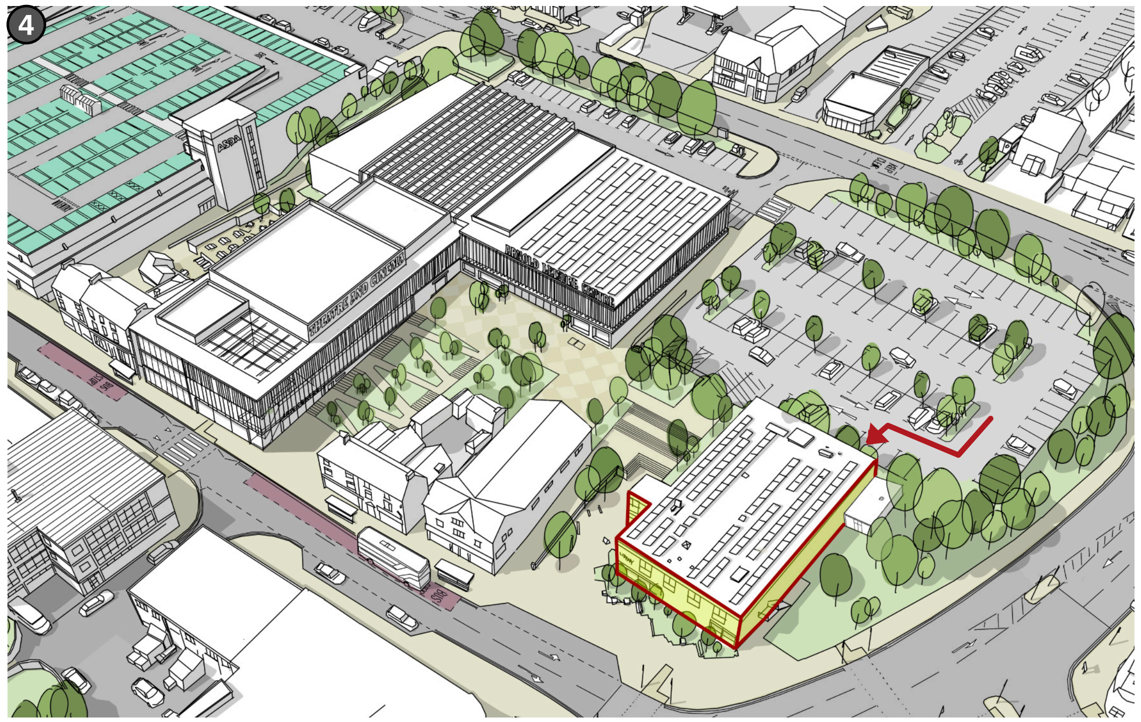
3. Demolish the existing substation & bridge link
▬ Demolish the existing theatre and leisure centre
▭ Demolish substation & bridge link

4. Make good the existing facade, explore opportunities to decarbonise & update
▭ Potential to update existing library facade and make good walls where substation & bridge link were demolished
→ Serviced from new car park









Phasing
Retaining the Library

① Relocate the library plant room to the north of the existing building (45sqm)

② Demolish library plant room (45sqm)

③ Demolish bridge link.
(259sqm footprint area)

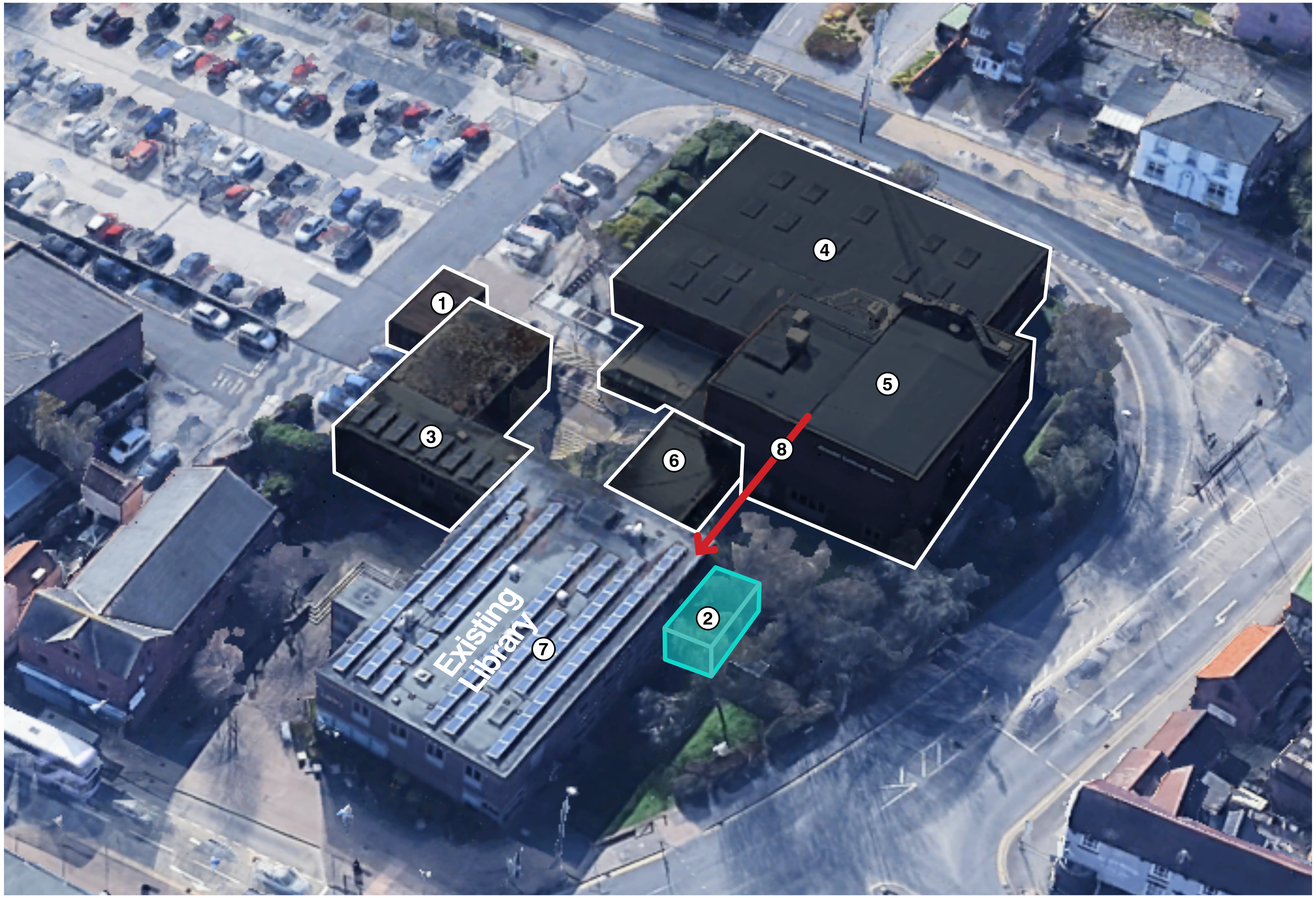
④ Demolish leisure centre.

⑤ Demolish theatre.

⑥ Demolish link between library and theatre
(81sqm footprint area).

⑦ Make good the existing library elevations where demolition has occurred.

⑧ Make good the public realm to provide steps between Front Street and High Street car park.



155-159 Front Street

Arnold Dental Care - 159 Front Street.

Footprint area summary:
Ground Floor: 253 sqm
First Floor: 253 sqm
Second Floor: 189 sqm

Total: 695 sqm
**Footprint area - area measured to the extent of the OS*

Facilities:
- 3 treatment rooms located on ground floor
  1 centralised dental instrument decontamination room.

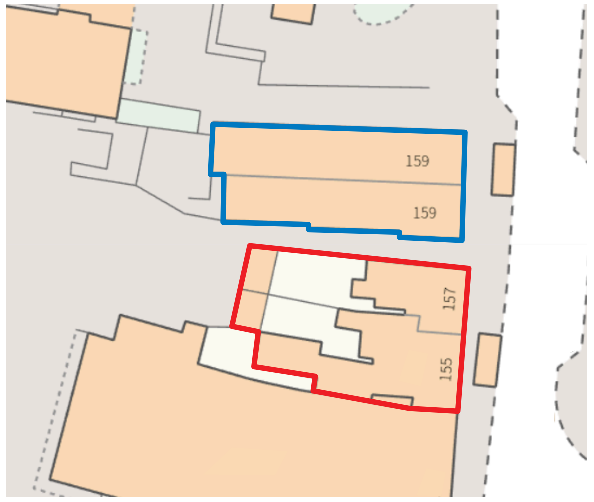
  Level access with an automatic door into the practice.
  Level access into the treatment rooms

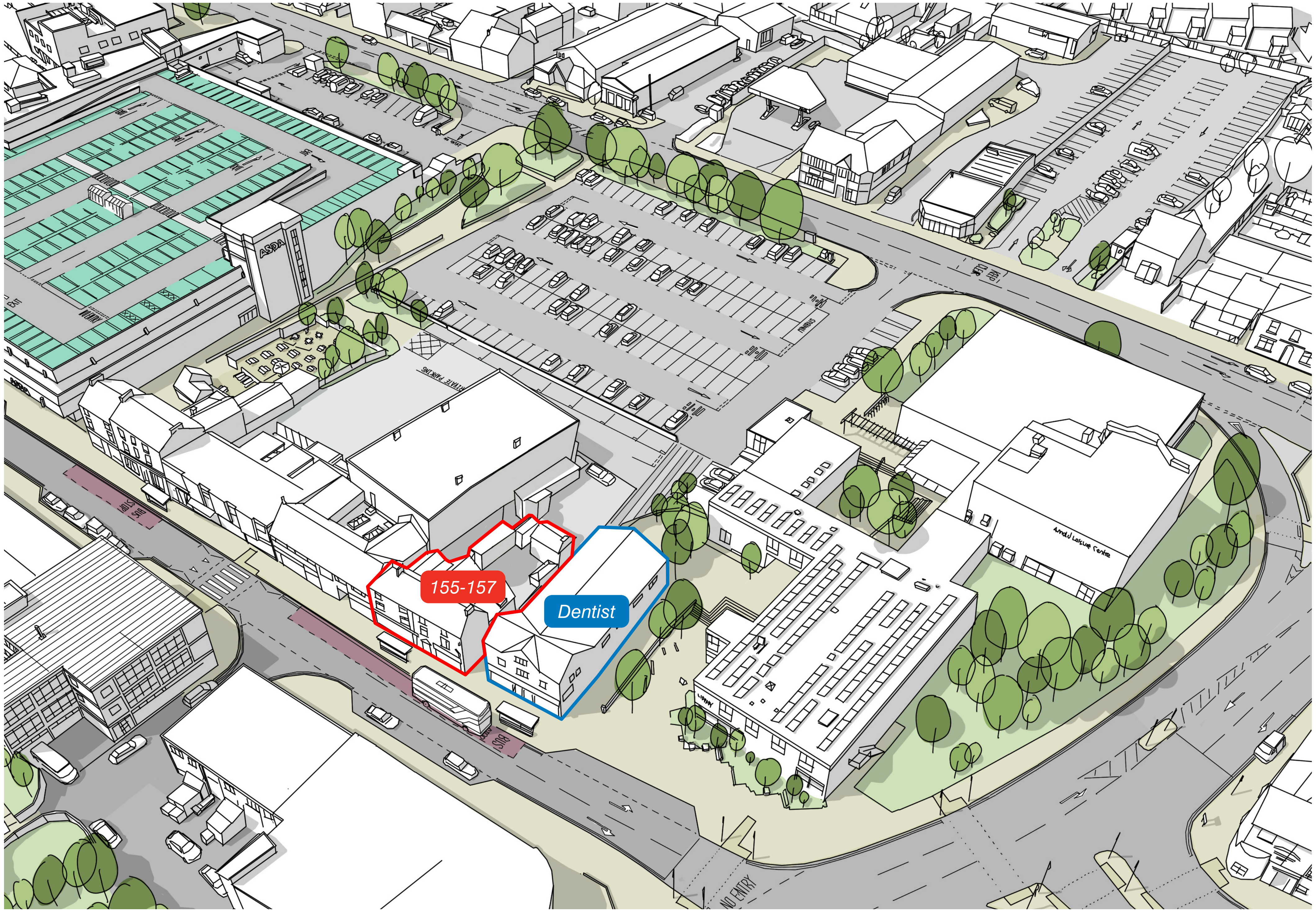
Retail Buildings - 155-157 Front Street

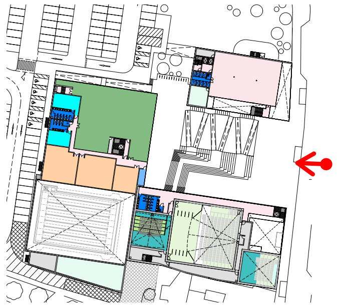
155 Front Street Ground Floor - Eyestyle Opticians
155 Front Street First & Second Floor - Studio Y Beauty

157 Ground Floor - Kebab Heaven
157 First & Second Floor - Residential

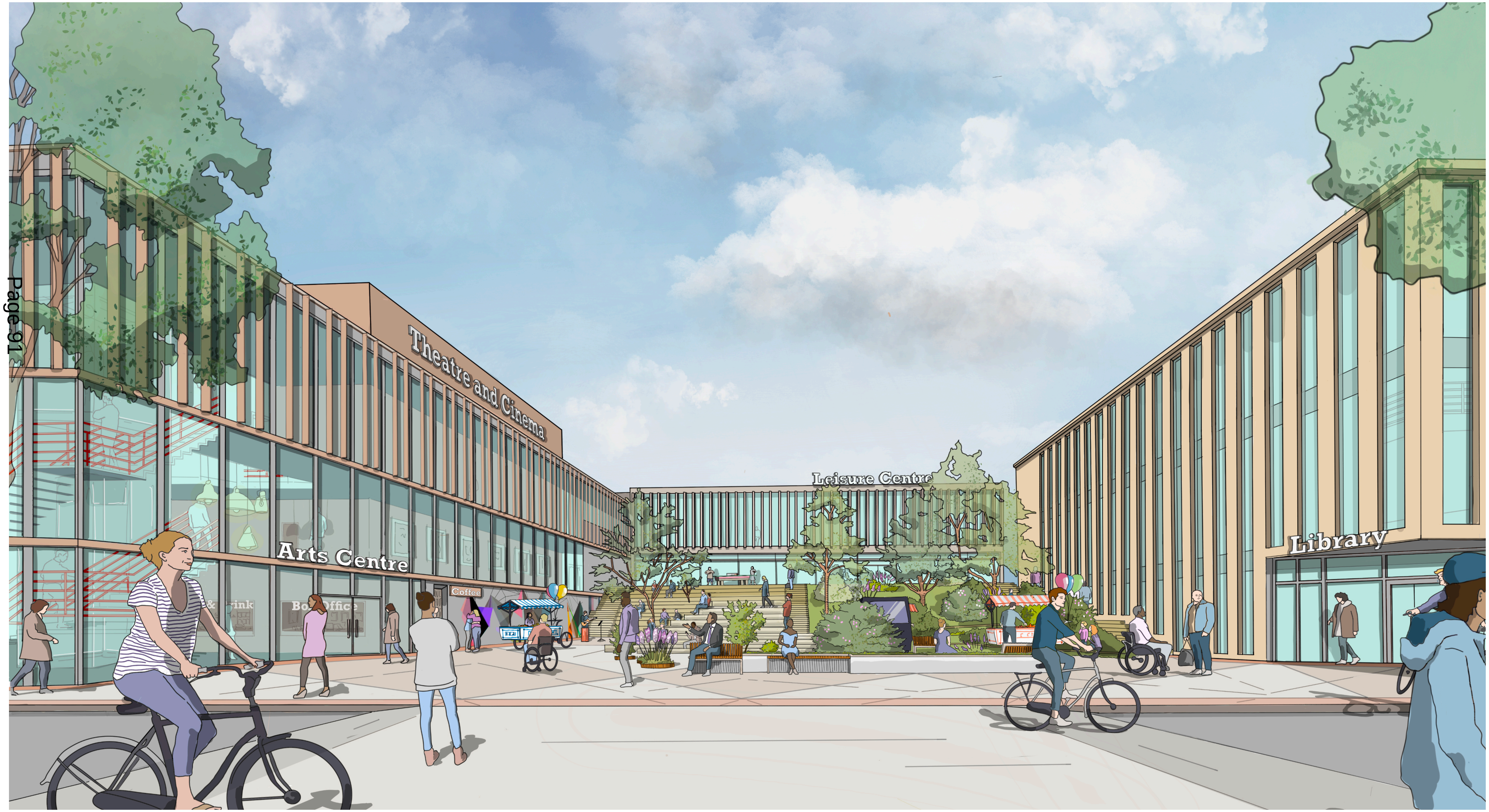
Total footprint area: 300 sqm
**Footprint area - area measured to the extent of the OS*







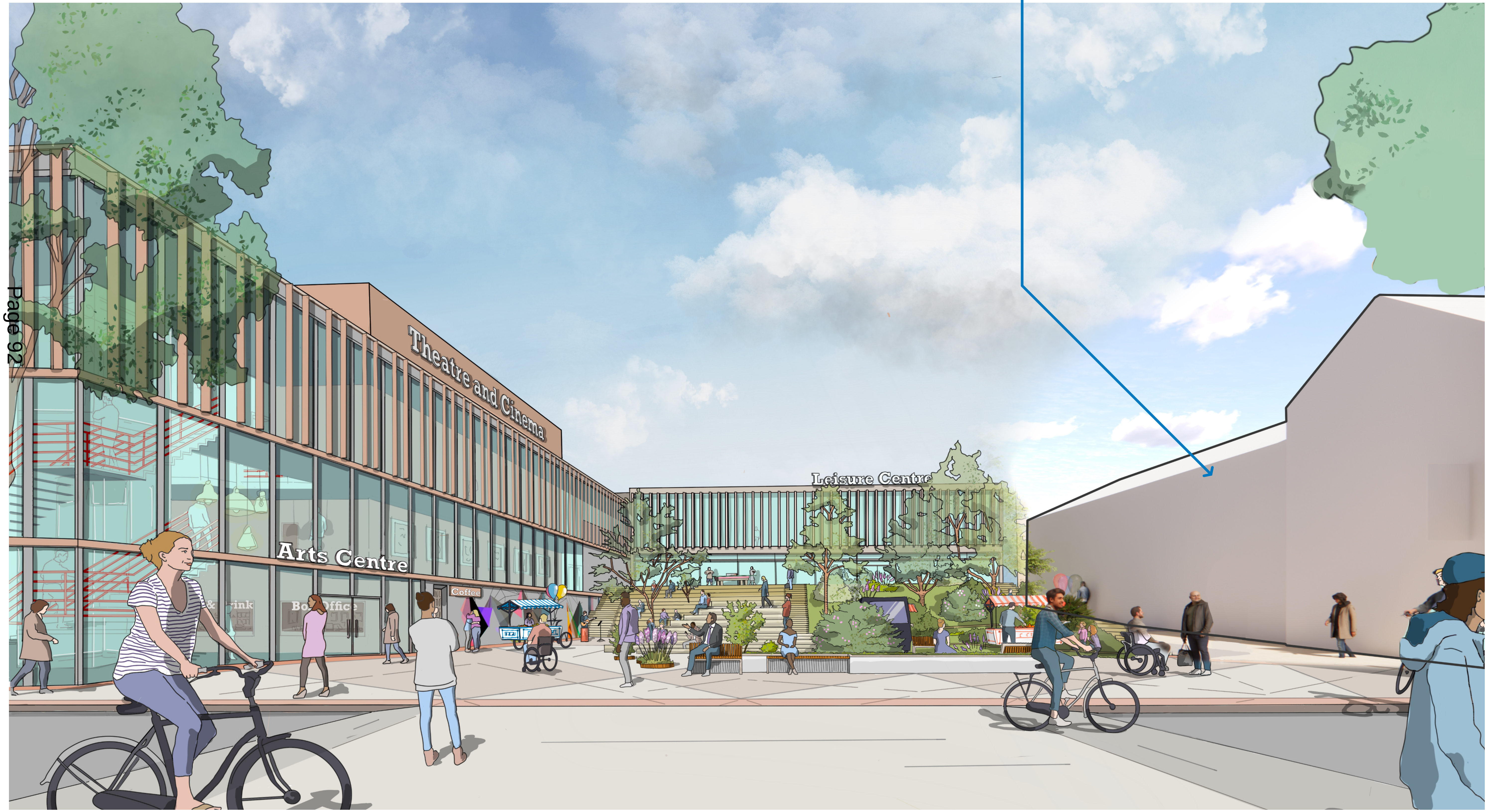
Architectural Concept: Preferred Scheme (Stage 2 Design)



The existing dentist building is retained, so the northern boundary of the new public square will be the existing brick facade.

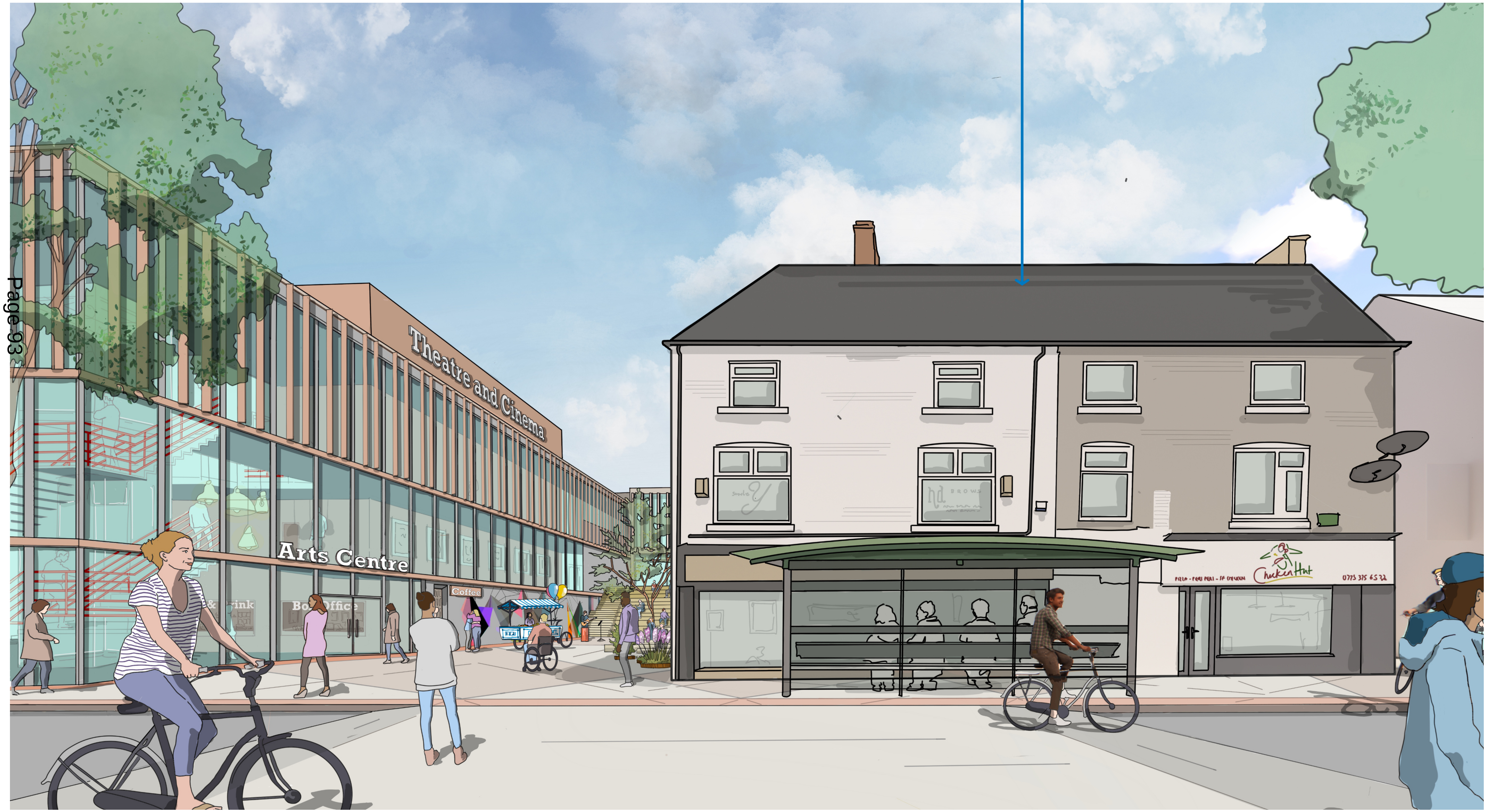
This facade could be activated with artwork, greenery and planting.

Architectural Concept: Alt. Option A



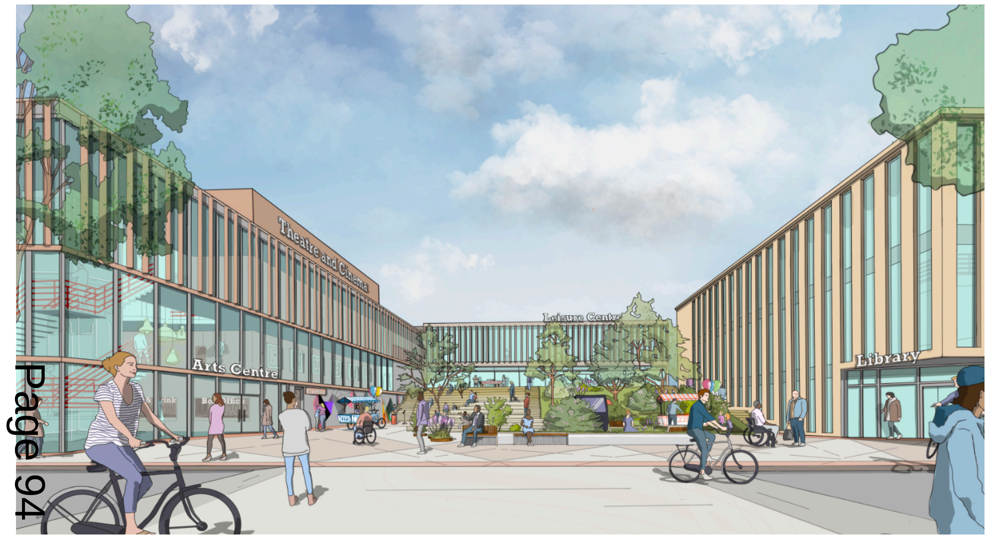
Architectural Concept: Alt. Option B

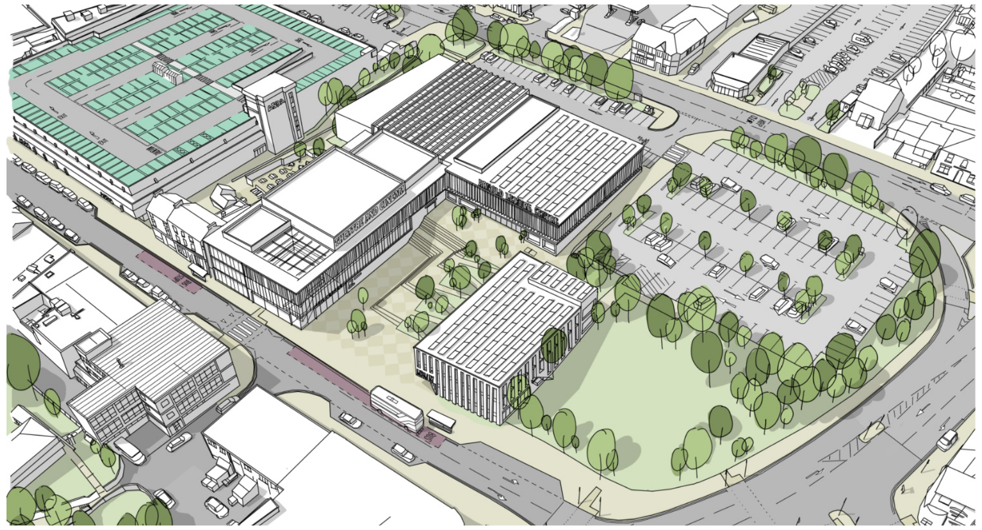
The existing retail buildings along Front Street are retained, meaning there is no longer a public square anchoring the north of Front Street. Access to the leisure centre is via the route next to the arts venue or to the south of the existing library.



Comparison

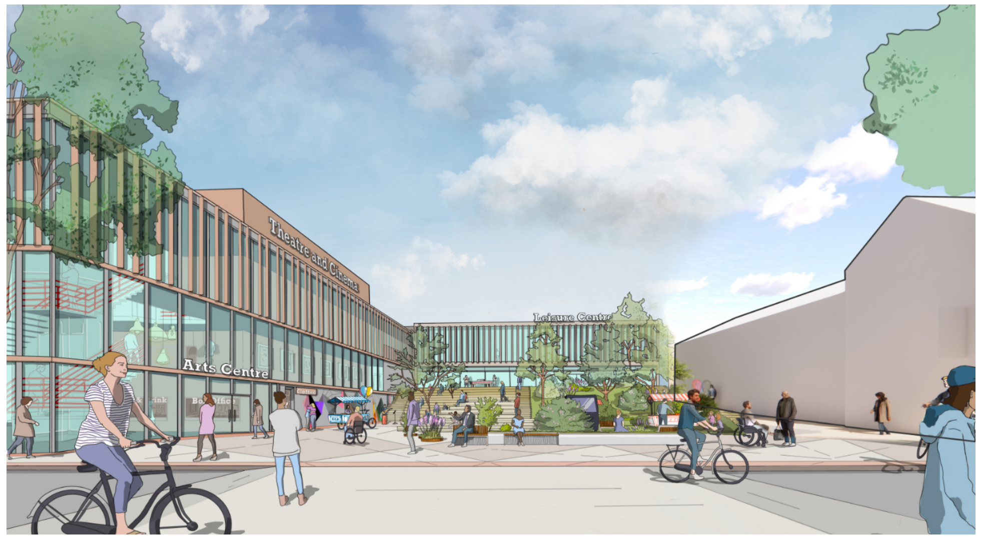
Preferred Option: Current Stage 2 Design

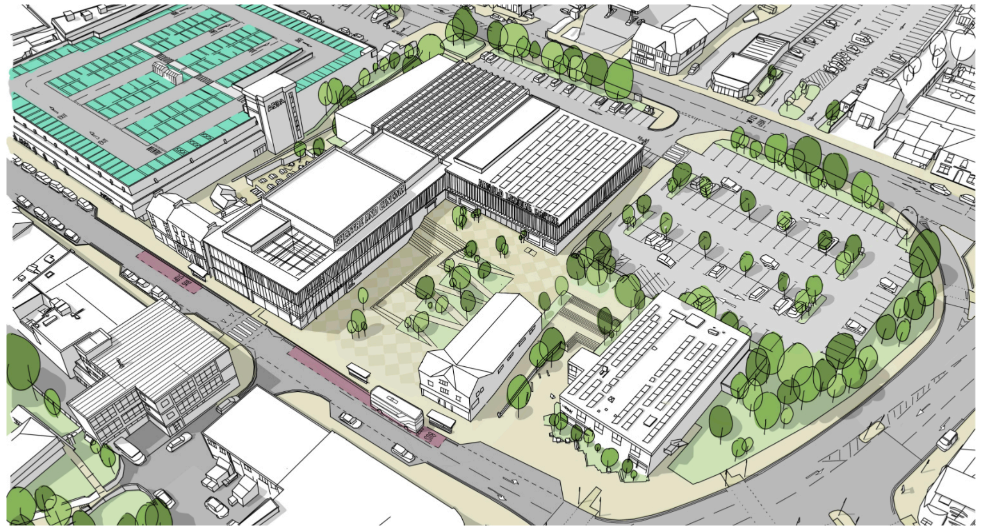




- New leisure centre
- New arts venue
- New library
- New public square
- Fully accessible public realm
- New community garden
- Transformed northern end of Front Street

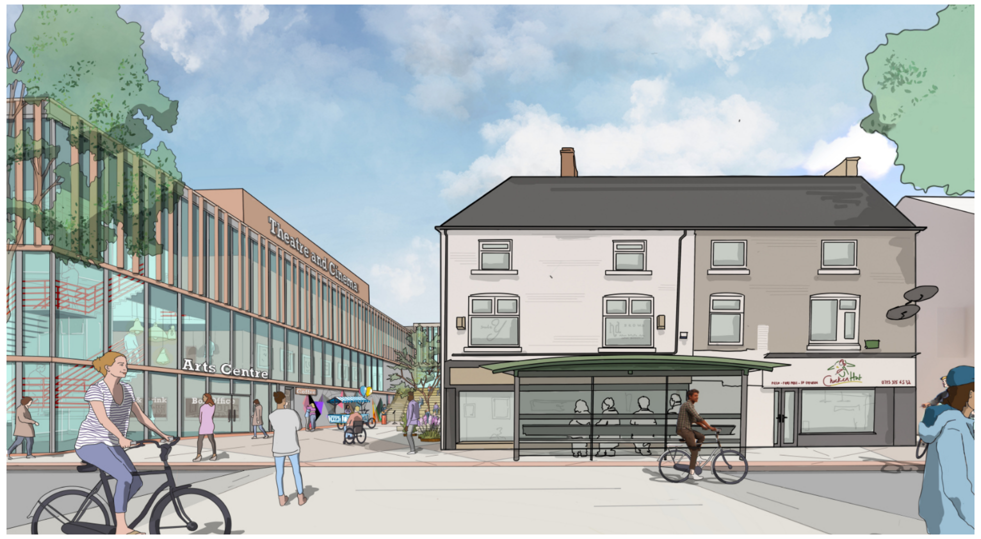
Alternative Option A: Retaining the dentist

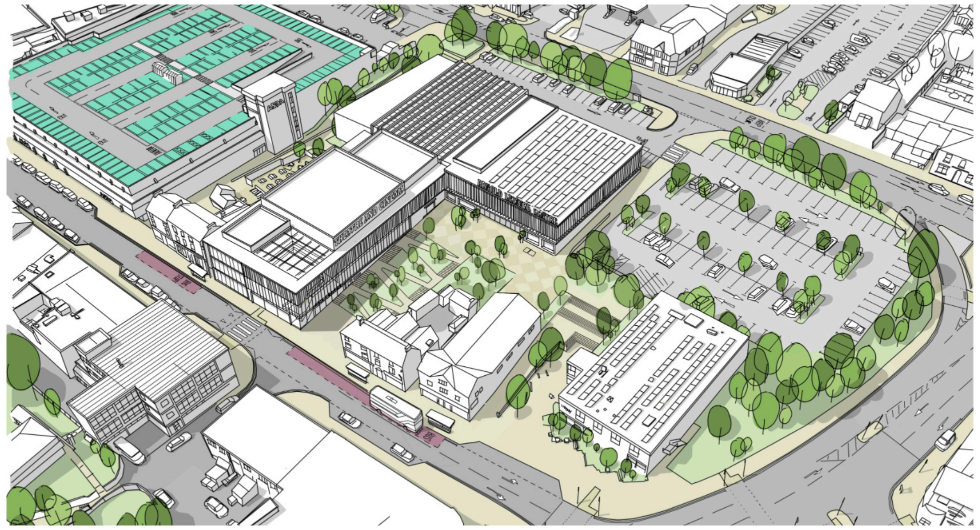




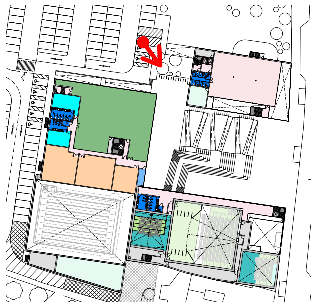
- New leisure centre
- New arts venue
- New public square
- Fully accessible public realm
- Transformed northern end of Front Street

Alternative Option B: Retaining the dentist and retail units



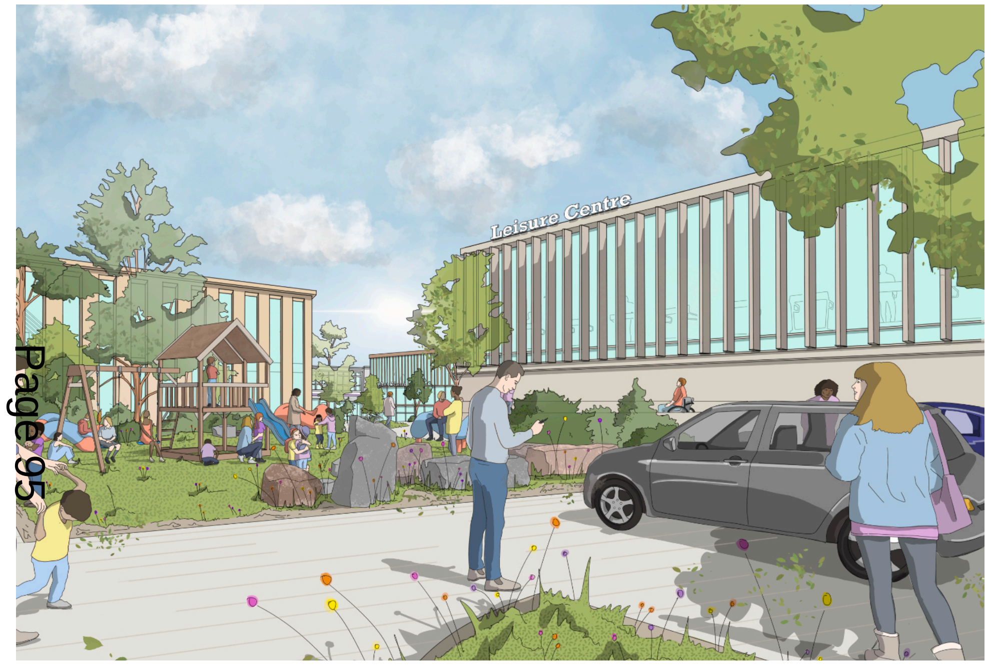


- New leisure centre
- New arts venue
- Pedestrian & accessible access



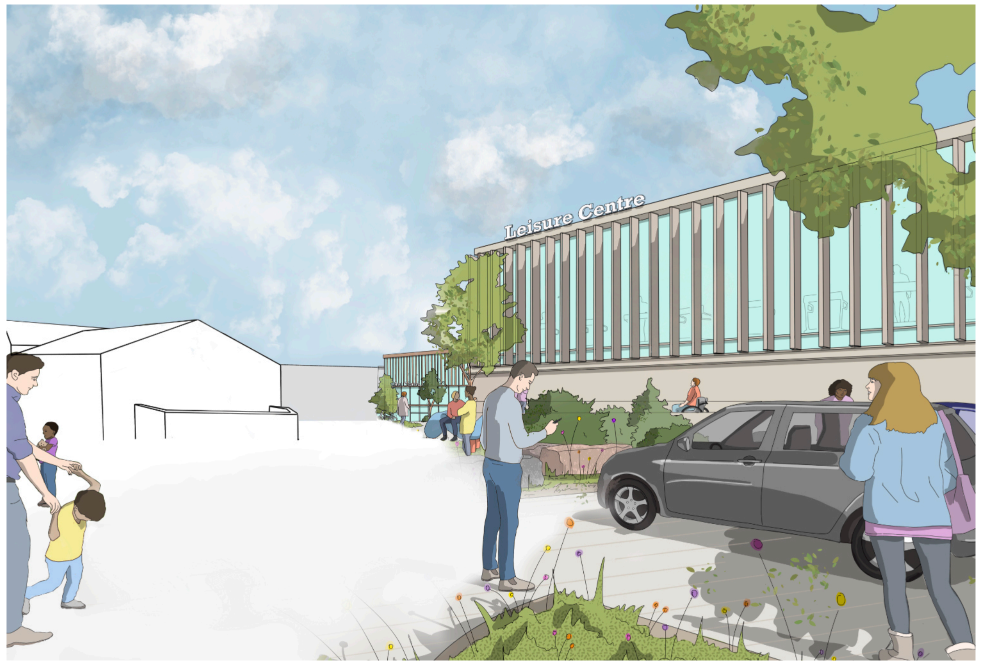
Comparison

Preferred Option: Current Stage 2 Design



- New leisure centre
- New arts venue
- New library
- New public square
- Fully accessible public realm
- New community garden
- Transformed northern end of Front Street

Alternative Option A: Retaining the dentist



- New leisure centre
- New arts venue
- New public square
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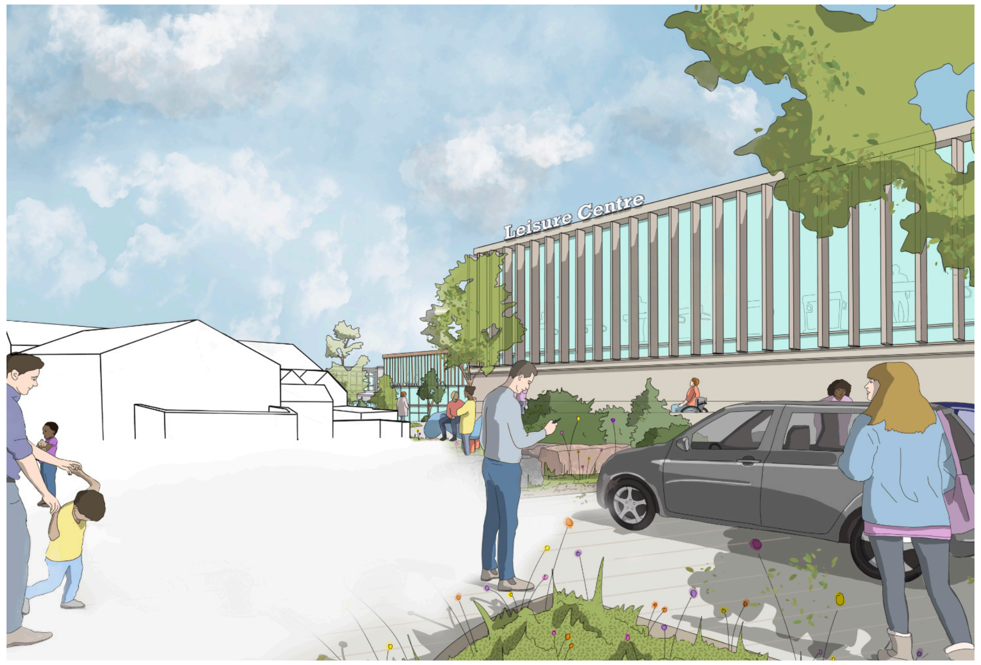
- Transformed northern end of Front Street

Alternative Option B: Retaining the dentist and retail units



- New leisure centre
- New arts venue
- Pedestrian & accessible access

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Ambition Arnold
Executive Summary

leonard design
WILLMOTT DIXON SINCE 1852
Funded by UK Government

July 2024

Ambition Arnold | Gedling Borough Council | July 2024

Gedling Borough Council

The Vision: Ambition Arnold

This vision sets out a series of potential ideas for how to improve the vitality of Arnold town centre.

It takes into account the context of Arnold within Gedling Borough, the historic narrative of the development of the town as well as: vehicle movement, parking, entrance points into the town, cycling and walking, connectivity, public transport, listed buildings, key buildings, green spaces, streetscape, ground floor uses, use zones, difficult access points and flooding issues.

What are your views on this vision for Arnold?

What is Arnold's identity?

Our Priorities

Economy

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

Community

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

Place

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

The Council

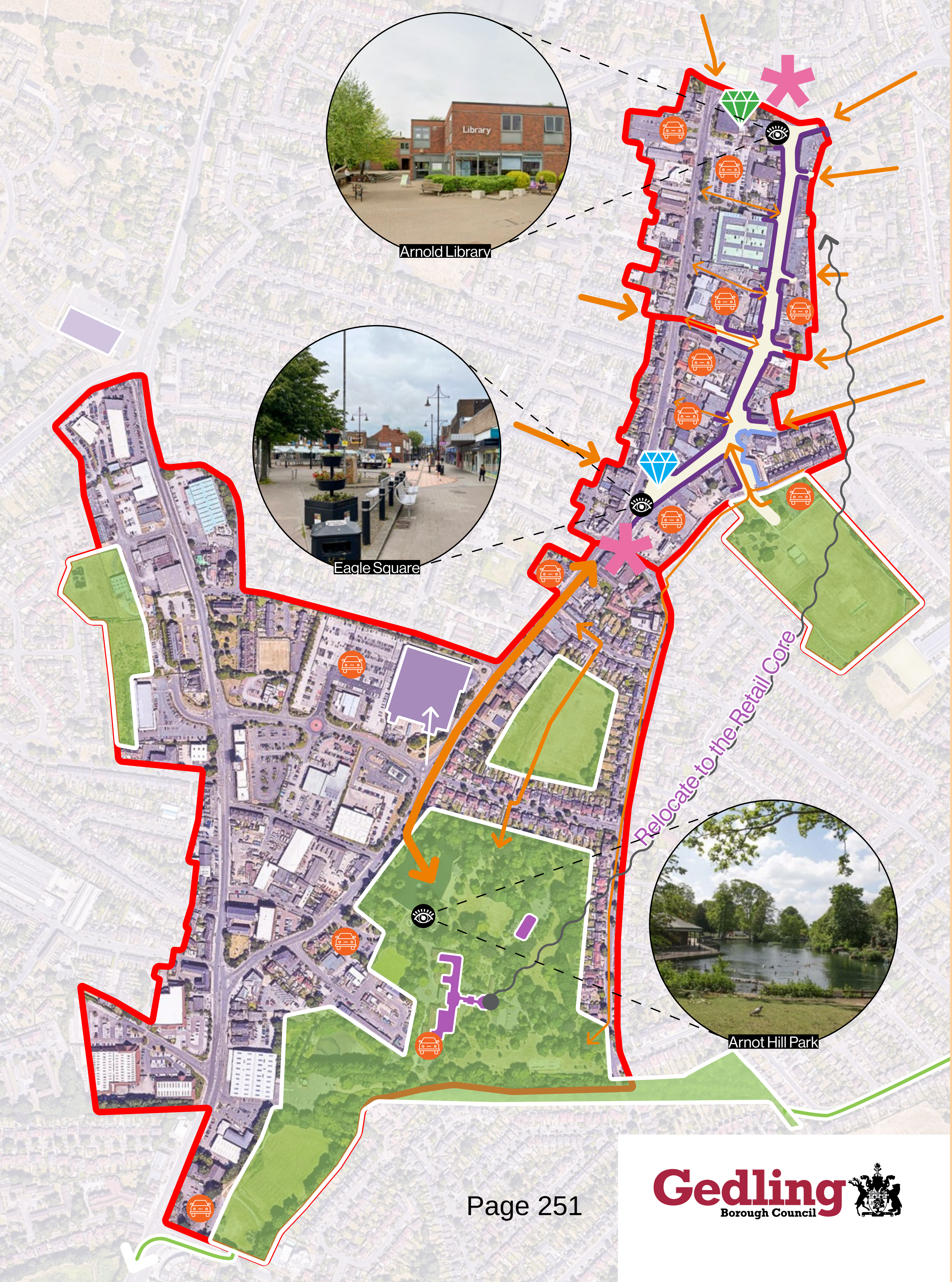
To ensure the council is a healthy place to work, it engages with its customers, has a focus on improvement, is financially sound, and ensures compliance with all relevant legislation.

Serving people **Improving Lives**

SWOT Strategy

A SWOT analysis was undertaken to identify the strengths, weaknesses opportunities and threats present in Arnold town centre. From the evidence base of the SWOT analysis, key themes can be extracted to form the basis of Ambition Arnold:

- 🚗 Rationalised car parking strategy.
- 💎 Build upon the popular leisure offers. With expanded cultural offers, food and beverage opportunities.
- * Create entrance points to provide a sense of arrival in the north and south.
- 💎 Expand & enhance the marketplace offer.
- ↔ Improve connectivity, within the site and connecting to green space.
- ▬ Improve the public realm to improve visitor experience to the town centre and encourage greater dwell time.
- ⊓ Diversify the retail offer of the town & encourage existing retailers in shopfront improvements.
- ↗ Potential for a future public services hub.
- ▬ Boundary line.


Library
Arnold Library
Eagle Square
Relocate to the Retail Core
Arnot Hill Park

The High Level Concepts

01

Create a new cultural heart and public sector hub for the town.

Create a new central cultural campus for the theatre, leisure centre, library and a public sector hub.

02

Support and enhance the market.

Expand the market to fully realise its potential and create the opportunity for a wider programme of events.

03

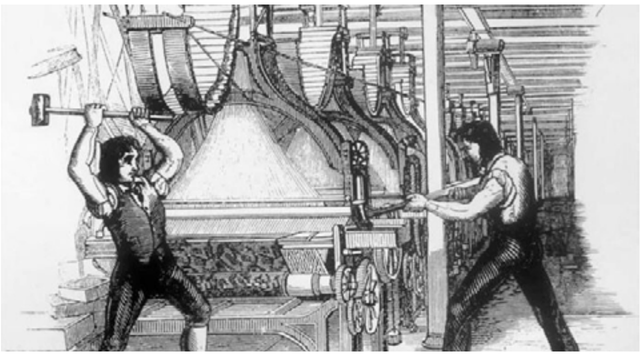
Reinforce and support the traditional high street.

Reinforce the retail core of the town with the new cultural heart, public sector presence and new homes.

04

Respecting heritage and bringing the past into the future.

Celebrating the history of Arnold.



The High Level Concepts

05

Provide more housing to the town centre that is modern, accessible and affordable for all.

06

Bring green space and children's play into the centre of town.

Adding vitality and life into the streetscape.

07

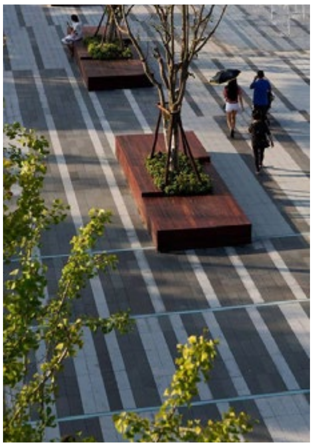
Bring back vibrancy to the street through street-led art.

Enliven the high street with community-led art, events and activities.

08

Improve active travel links to the centre, and better link Front Street to High Street.

Create a safer high street.



The Zones

The area is divided into 3 key zones:

Zone 1
This consists of the north of the main shopping area of the town with Front Street to the east, Croft Street in the south, High Street to the west and Cross Street in the north.

It includes the Bonington Theatre & Leisure Centre, the Library and ASDA, as well as Highcroft Surgery, Arnold Dental Practice and the former Arnold Working Men's Club.

Key themes include: links between Front Street and High Street, leisure facilities, cultural offers, bringing public services together, improved streetscape and an entrance into the town.

Zone 2
Provides the south of the shopping area of the town with Croft Road to the north, High Street to the west, Hallams Lane to the south, and Derby Road leading to Front Street to the east.

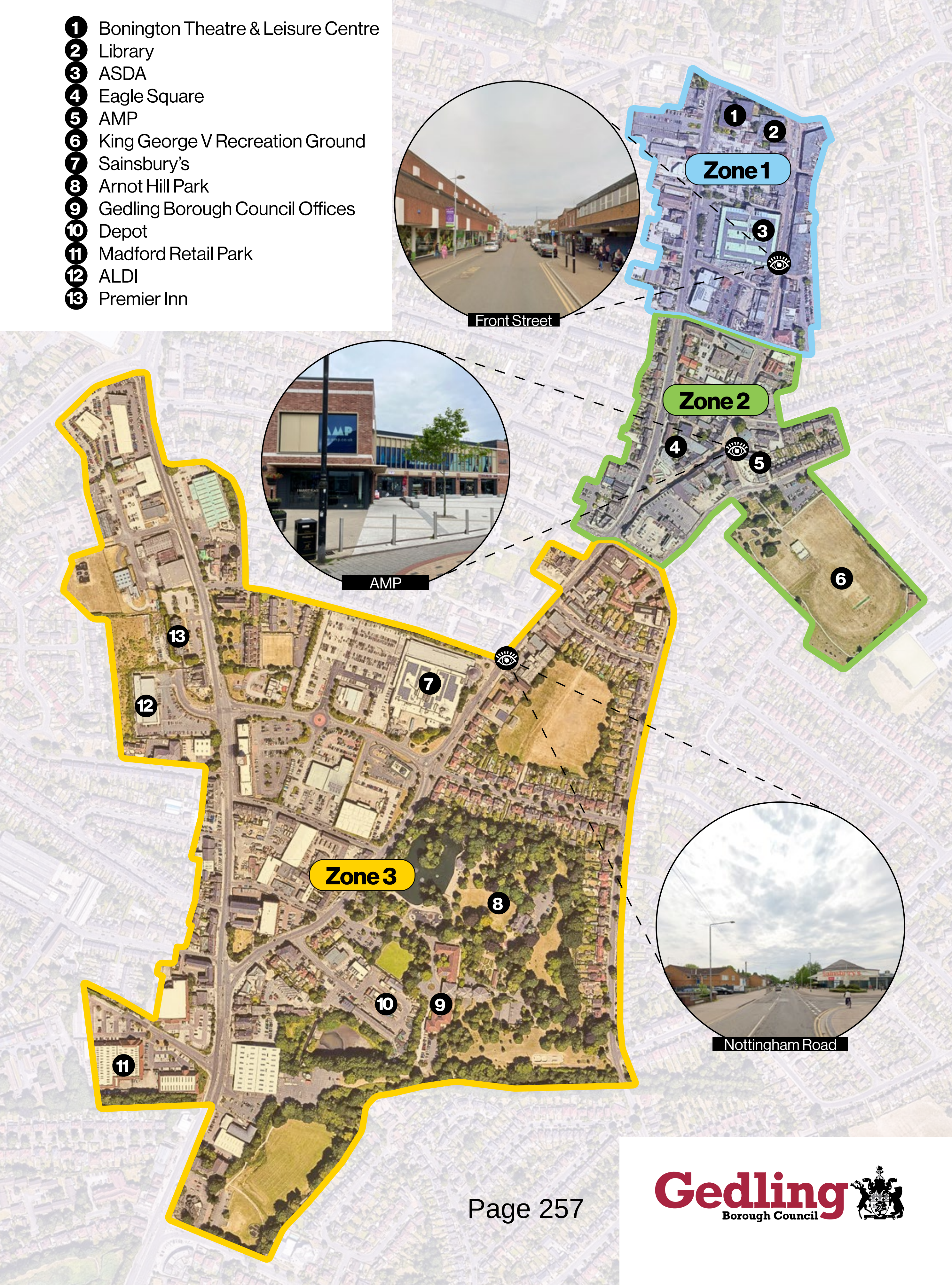
It includes the pedestrianised area of Eagle Square, where the Arnold Market is accommodated, and Front Street, as well as the new AMP and King George V Recreation Ground.

Key themes include: improving the streetscape and access, providing more greenery, enhancing the market offer, activating the high street and improving the shopfronts.

Zone 3
Along the key routes of Nottingham and Mansfield Roads this area includes the Arnot Hill Park, where Gedling Borough Council offices and the Civic Centre are located, the recreation ground off Nottingham Road, the large Sainsbury's store, plus industrial areas, retail parks and a hotel.

Key themes include: improving cycling and walking links into the town centre, creating an entrance into the south of the town centre, celebrating the green spaces and considering the long-term possibilities for the civic centre.

1. Bonington Theatre & Leisure Centre
2. Library
3. ASDA
4. Eagle Square
5. AMP
6. King George V Recreation Ground
7. Sainsbury's
8. Arnot Hill Park
9. Gedling Borough Council Offices
10. Depot
11. Madford Retail Park
12. ALDI
13. Premier Inn



Zone 1 Arnold North

Connectivity | Leisure | Culture | Living | Public Sector Hub | Public Space

There is the opportunity to:

Provide leisure facilities that:
- Meet the need of projected growth of the local population;
- Meet the physical and mental health and well-being of the community.

Introduce high-quality public spaces, connecting buildings and facilities for the community and providing the ability to meet, dwell and play in an attractive and inviting environment.

Consider the long-term possibilities of the civic centre and the opportunity to be more sustainable with our public buildings.

Improve the northern entrance to the town centre, with artwork, mural or other alternative means to announce the arrival into the town centre.

Civic square

Provide an expanded cultural offer, upscaling the Bonington offer that:
- Prioritises performance and high-quality cultural and creative experiences;
- Delivers a programme that reaches all of the community;
- Ensuring sustainability remains at the core of any future proposals.

Space for the community

Improve links between Front Street and High Street.

Performance space

Library and civic functions

Provide a high-quality library: a learning and cultural community facility for the local population.

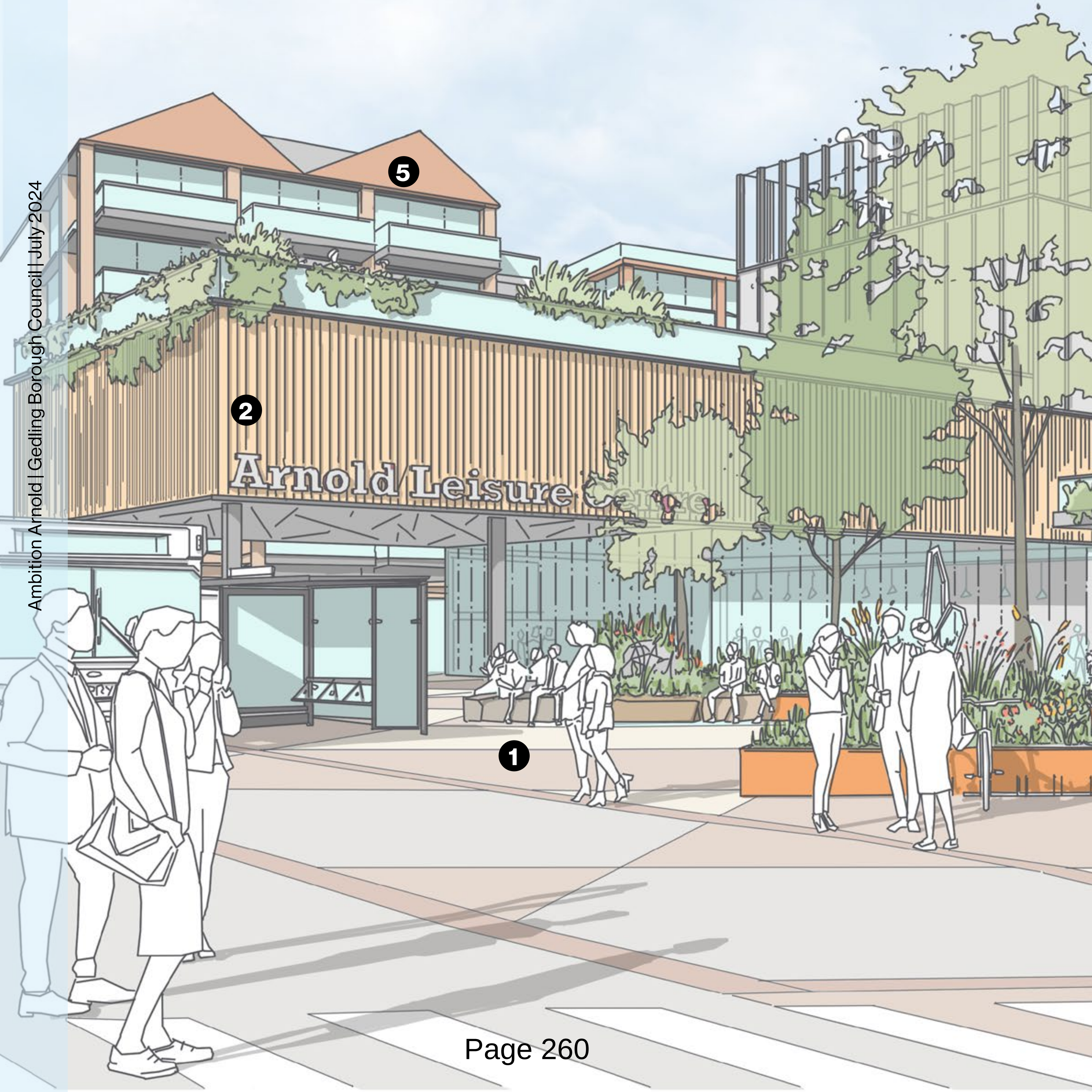
Consider the potential for introducing more residential development that meets the needs and demands of the community.

New facilities for the community

Zone 1 Arnold North

Connectivity | Leisure | Culture | Living | Public Sector Hub | Public Space

1. A potential new public square with consolidated bus stops, green space and seating.
2. The new and improved Arnold Leisure Centre.
3. The expanded Bonington Theatre.
4. A future-facing library provision, with potential for a public sector services hub.
5. Potential for new town centre homes.



Bonington Theatre
Arnold Library
3
4

Zone 2 Public Space, Connectivity, Marketplace and the High Street

There is the opportunity to:

Improve the pedestrian environment along Front Street.

Walking, cycling and sitting amongst greenery

Improve links between Front Street and High Street, including:

- Use lighting, greenery, art, child's play, signage and murals to create identity and 'Brand' for Arnold.

Improve the streetscape:

- Allowing better al-fresco dining.
- More street furniture, art, places to dwell etc.

Improve the connection to High Street (Co-Op) Car Park.

Grey to Green

Extending and diversifying the Market offer

Improved shopfronts

Improved shopfronts

Inject more green space into the town centre.

- Provide green spaces while safeguarding space of events and activations.

Play spaces - using blank frontages

Places to meet

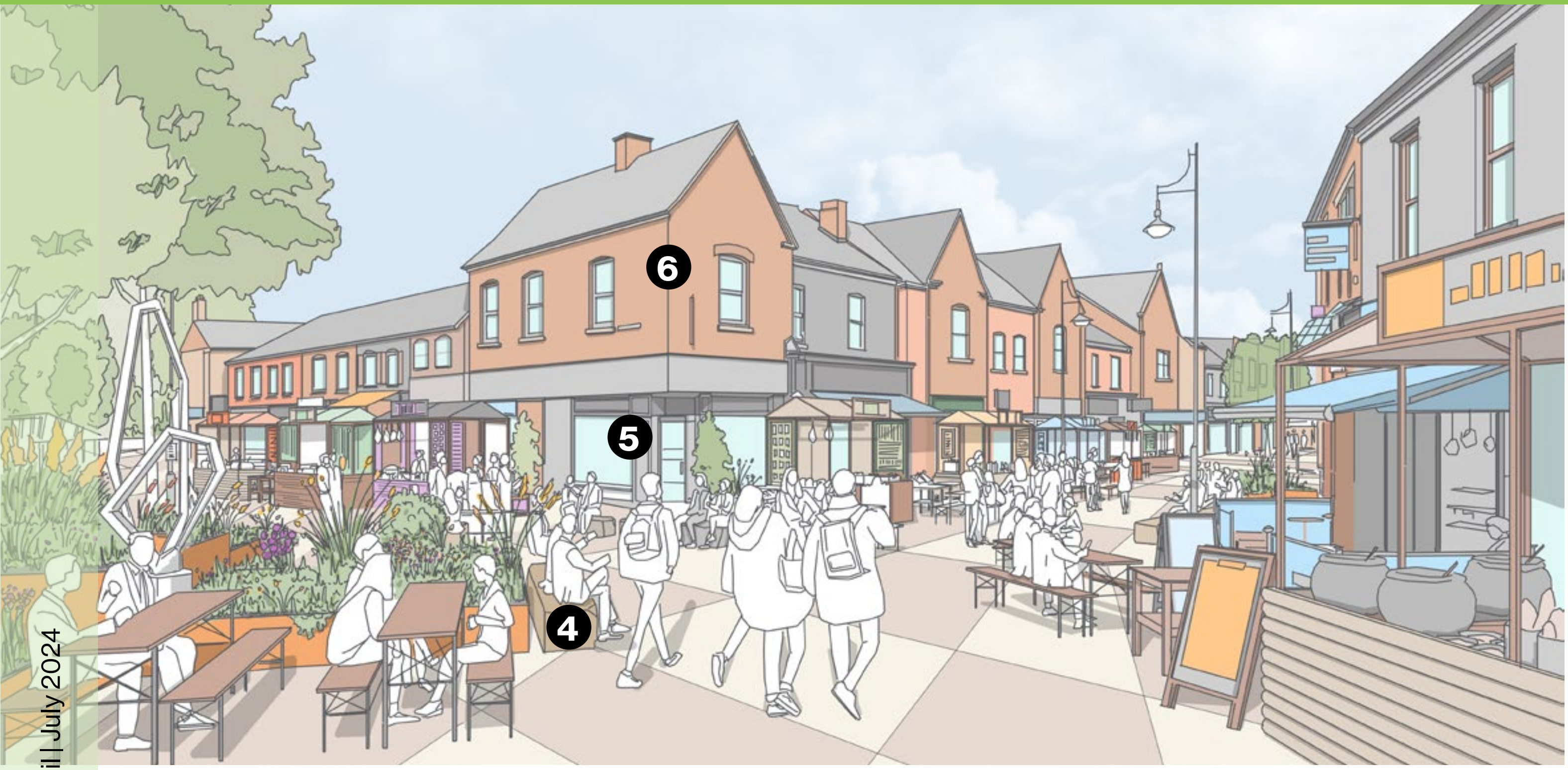
Improve pedestrian and cycle links to residential communities.

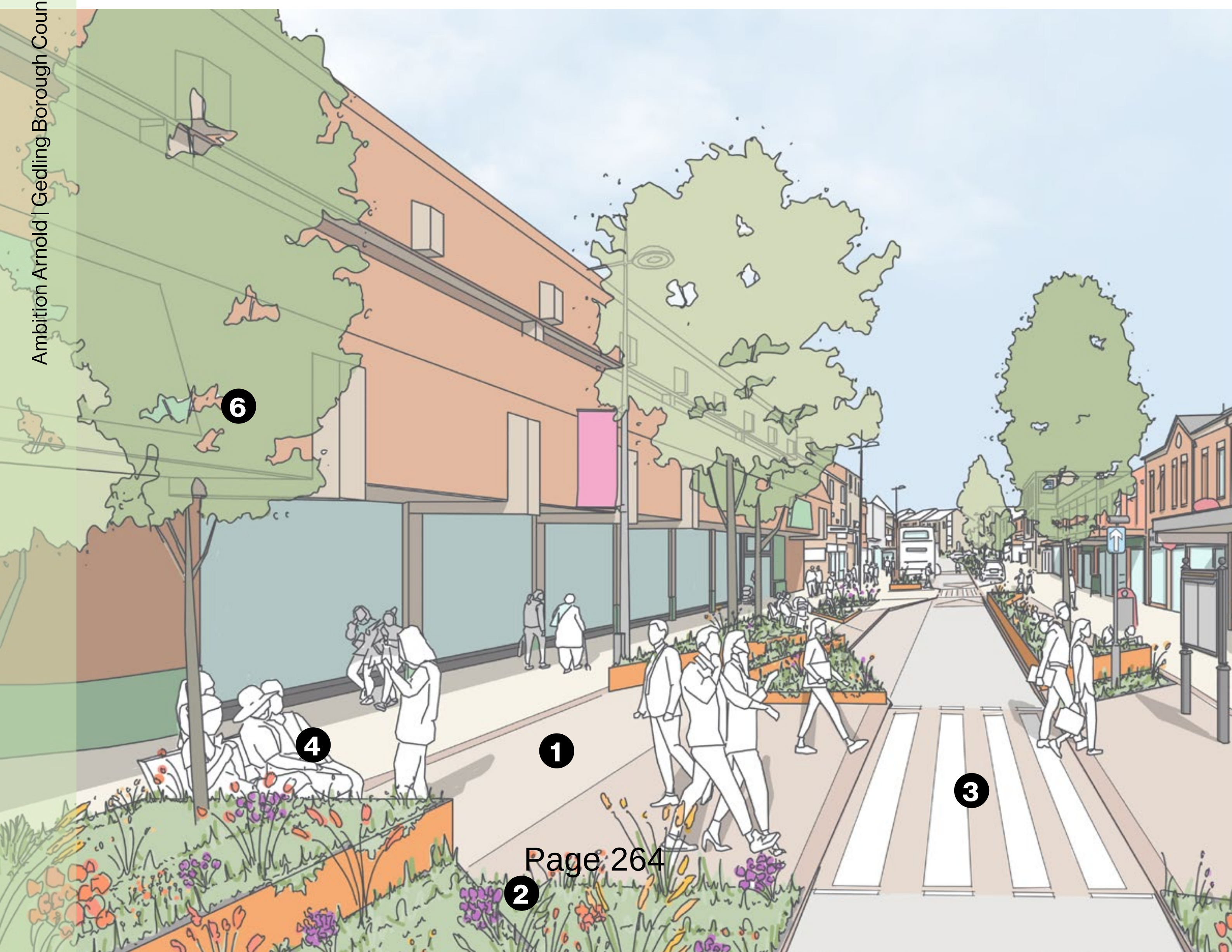
Improve the crossing point to Hallams Lane Car Park and King George V Recreation Ground.

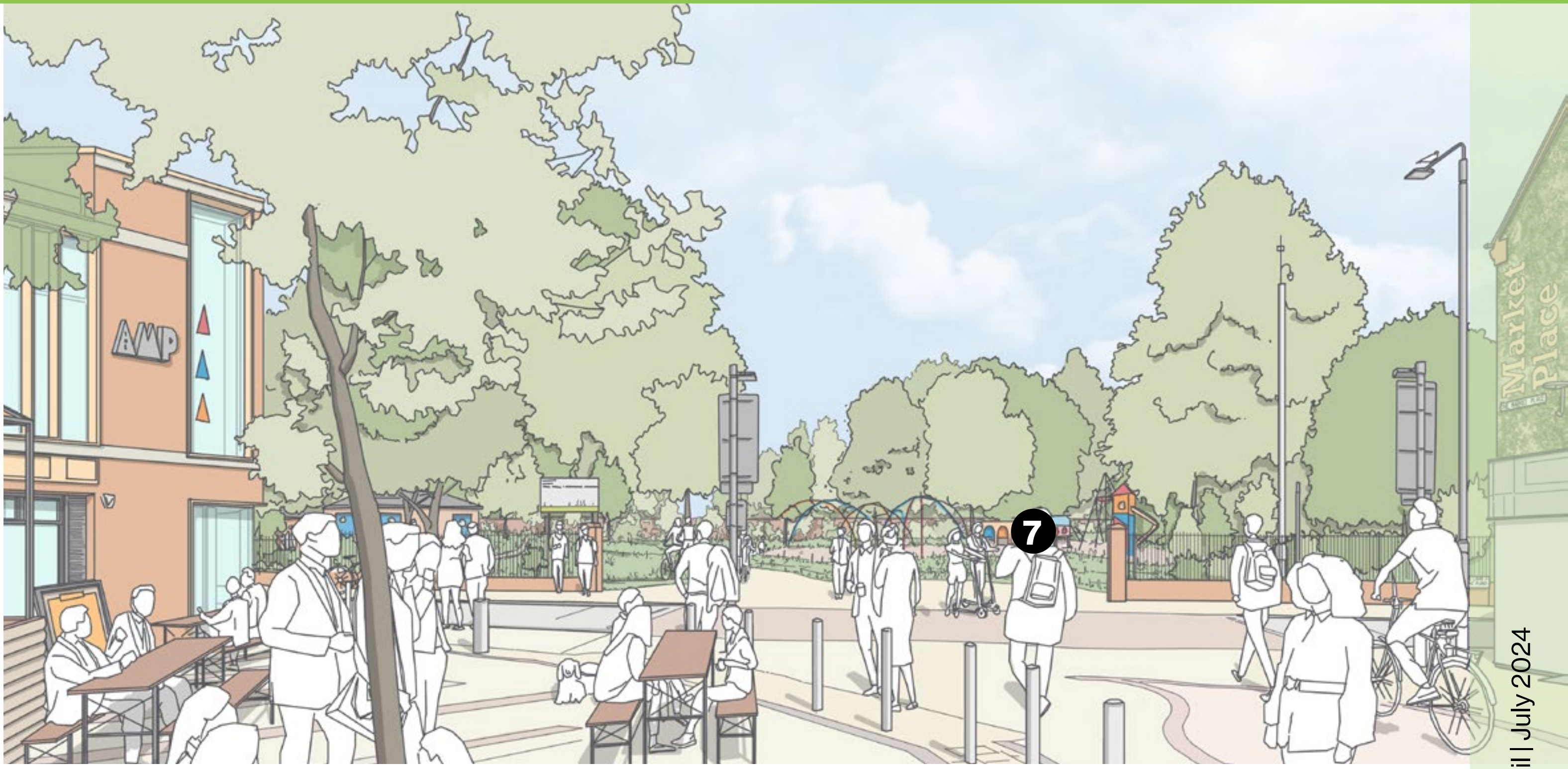
Branding a street

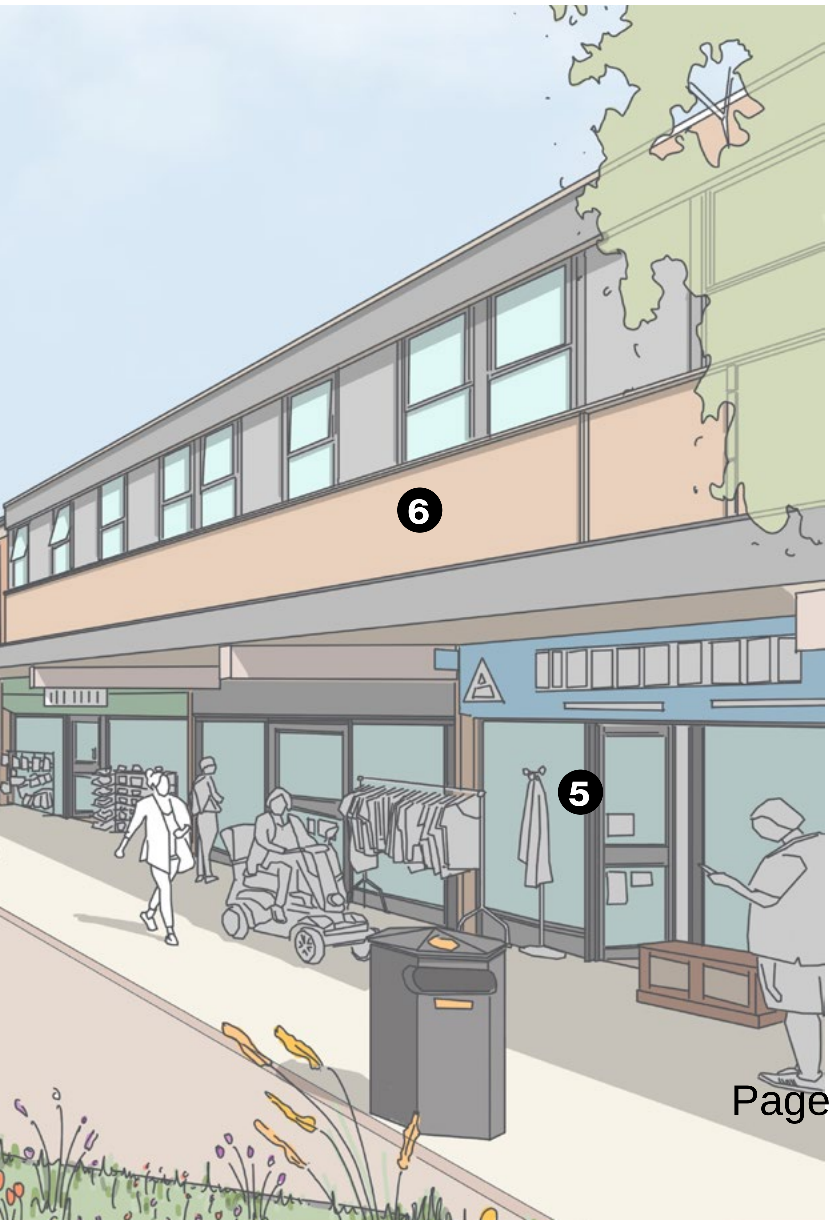
Improve wayfinding

Zone 2 Public Space, Connectivity, Marketplace and the High Street









❶ Potential to expand the pavements to provide generous pedestrian space with bus pull-in stops and accessible parking.

❷ Opportunity to bring in new green space as parklets on the existing parking bays, which could be a temporary/ meanwhile measure to test its potential.

❸ Possible additional zebra crossing points.

❹ Additional seating areas.

❺ Scope for improved shopfronts working with private owners and tenants.

❻ Potential locations for murals to activate inactive shopfronts.

❼ Improved crossing point to Hallams Lane Car Park and King George V recreation Ground.

Gedling
Borough Council

Zone 3 Green Space and Connectivity

There is the opportunity to:

Improve the pedestrian and cycle connections between Eagle Square and Arnot Hill Park, including:

- More pockets of green space;
- Better cycle infrastructure along Nottingham Road;
- Improved pedestrian crossings.

Consider the future of the underutilised areas of Arnot Hill Park (bowling green, pavilion etc.) and the potential for biodiversity opportunities.

Converting asphalt to wildflower meadows

Reclaiming areas of road for greenery and public realm

Park events

Improve the blank frontage of the new B&M store to provide a sense of arrival into the town.

Community benefits

Consider the long-term possibilities of the civic centre and the opportunity to be more sustainable with our public buildings.

Public art

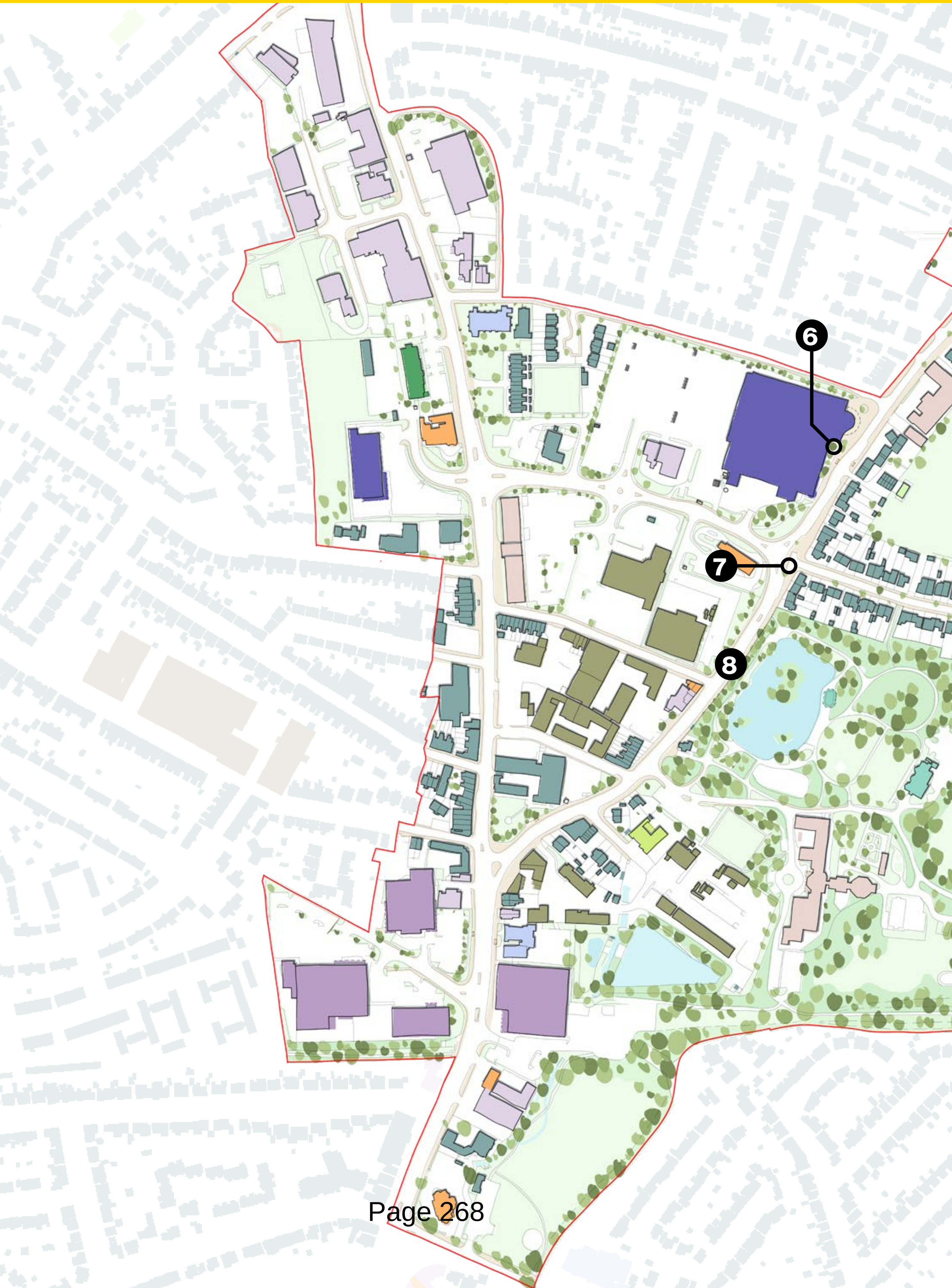
Consider upgrading the existing Nature Trail and link south to Thackerays Recreation Ground and Valley Park beyond.

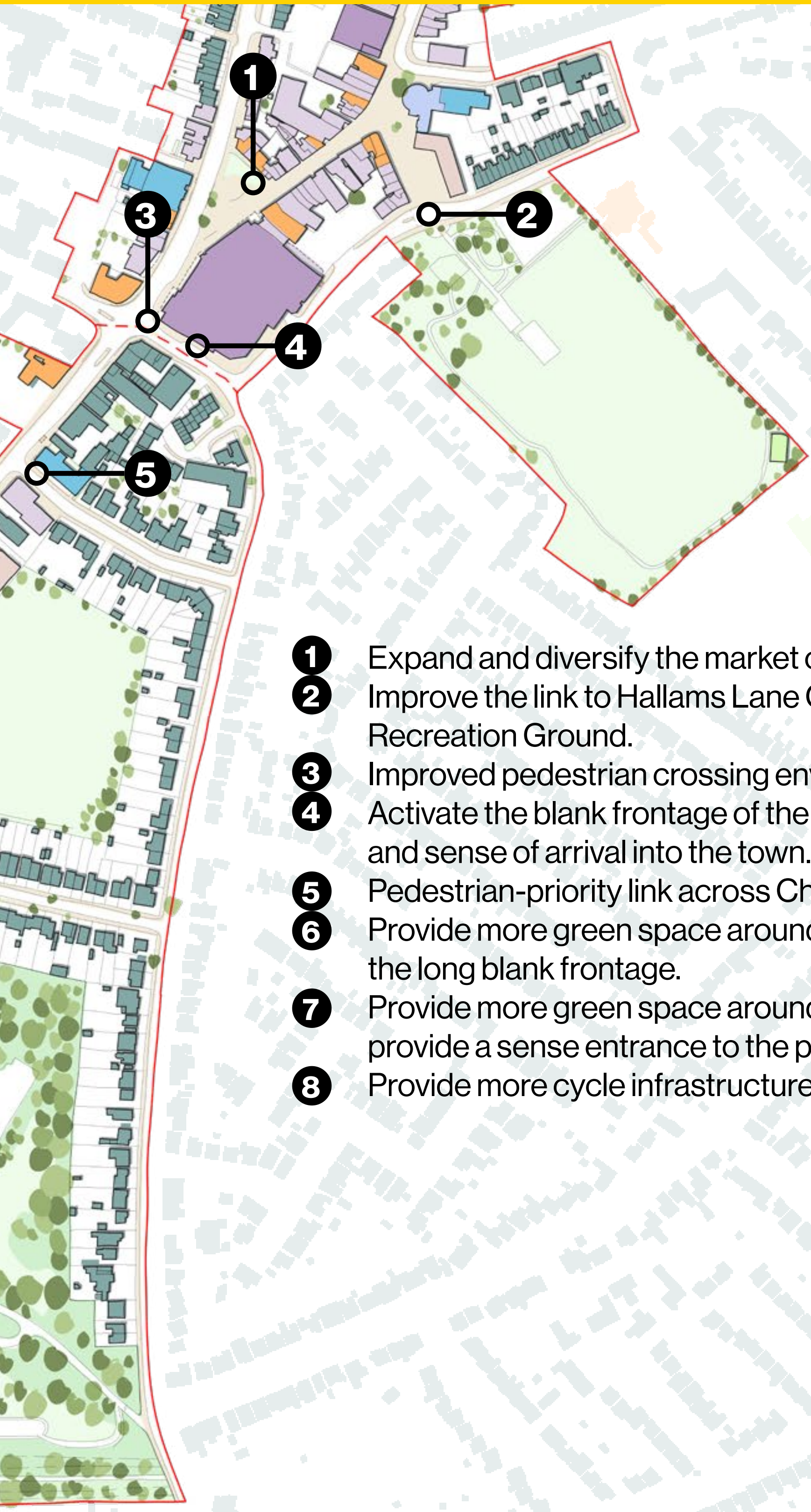
Dining clubs

Public art

Work with other public service providers to understand the potential to locate together in a central hub.

Zone 3 Green Space and Connectivity





❶ Expand and diversify the market offer.
❷ Improve the link to Hallams Lane Car Park and King George V Recreation Ground.
❸ Improved pedestrian crossing environment over Arnot Hill Road.
❹ Activate the blank frontage of the new B&M store to provide a Gateway and sense of arrival into the town.
❺ Pedestrian-priority link across Charles St.
❻ Provide more green space around Sainsbury's and consider activating the long blank frontage.
❼ Provide more green space around the George Street turnaround to provide a sense entrance to the park, cycle parking and seating.
❽ Provide more cycle infrastructure along the length of Nottingham Road.

What are your views on this vision for Arnold?

Serving people, **Improving lives**

To provide your views and to learn more please follow this link:

Should you need this in an alternative format (e.g., braille, larger format, community languages) and for any other enquiries, please contact us at: ECDEV@gedling.gov.uk.

Funded by UK Government

Bonington Theatre
Arnold Library

Gedling Borough Council

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Serving people, **Improving lives**

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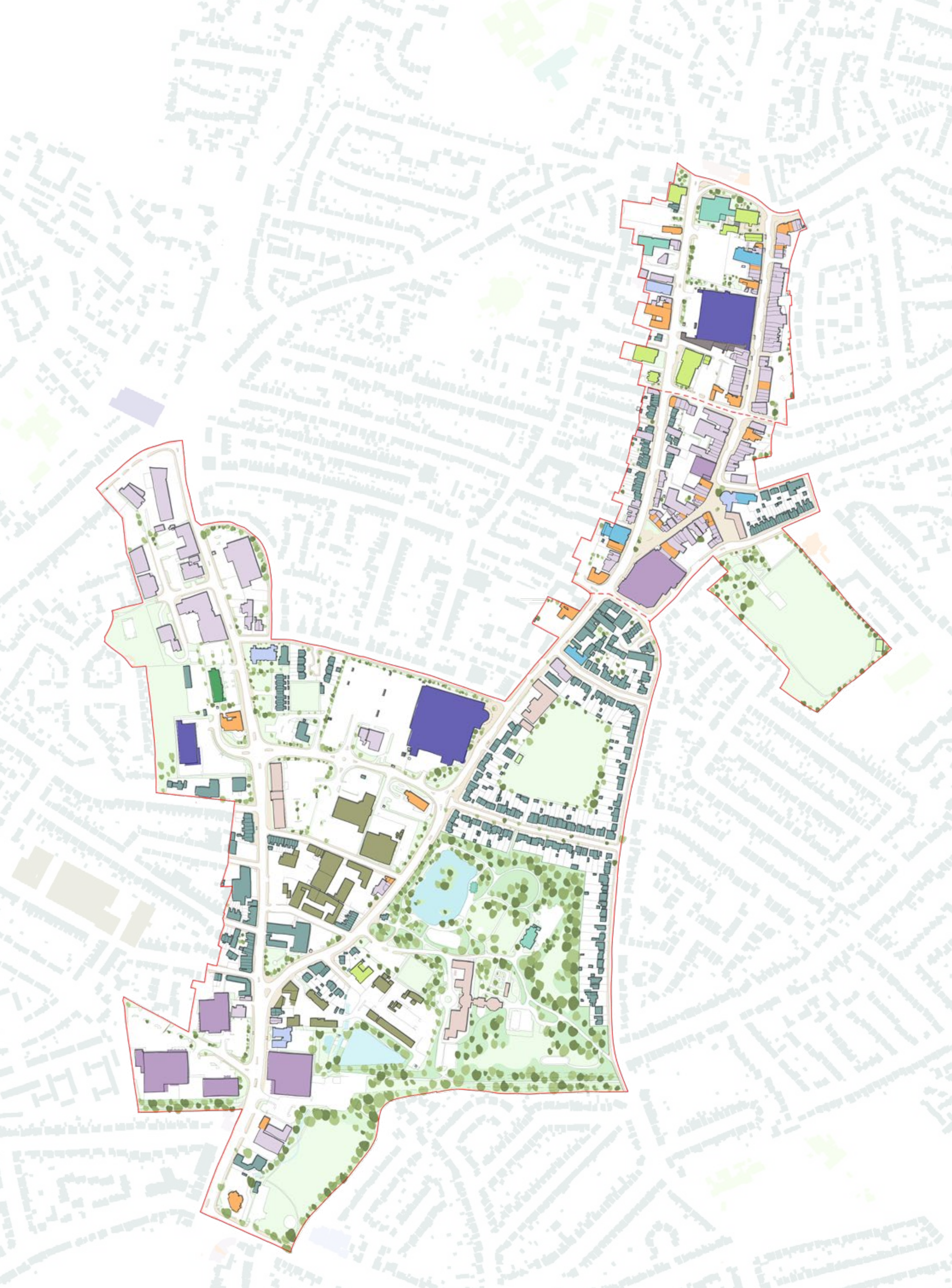
AMP
Market Place



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Gedling Borough Council

Name of project, policy, function, service or proposal being assessed:	Ambition Arnold (North)
The main objective of (<u>please insert the name of accessed document stated above</u>):	The Ambition Arnold (North) Project aims to deliver modern, inclusive, and financially sustainable leisure facilities to replace the existing Arnold Leisure Centre, theatre and library to provide high-quality, multi-functional spaces that meets the health, fitness, and wellbeing needs of the local community. The proposed facility mix includes swimming pools, a gym, group and specialist studios, community rooms, a café/restaurant, theatre, cinema screens and a replacement library. 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 RIBA stage 2 plans have been shaped through ongoing community and stakeholder engagement, ensuring the final outcome reflects local priorities and delivers inclusive, accessible services. The scheme forms a key part of Gedling Borough Council’s broader leisure transformation strategy, aiming to modernise provision, address financial challenges, and provide high-quality leisure services for future generations.

What impact will the Carlton Active project have on the following groups? Please note that you should consider both external and internal impact:

- 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		The facilities will be designed to meet the needs of all users

					regardless of gender. This includes providing private, gender-neutral changing spaces, offering women-only sessions where appropriate, and ensuring that programming and marketing are inclusive and representative
	Internal		X		The project offers an opportunity to promote gender equality through inclusive recruitment, training, and progression within the operational teams. Consideration should be given to flexible working, equal pay, and creating a safe, supportive environment for all genders.
Gender Reassignment	External		x		The facilities should accommodate the needs of trans and non-binary users by including private, gender-neutral changing areas and signage that reflects inclusive language. Programming and customer service should also reflect a respectful, inclusive approach to gender identity.
	Internal		x		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.
Age	External	X			The facilities have been designed to be accessible and appealing across all age groups-from children and young people to older adults. Considerations include offering age-appropriate programming (e.g. swim lessons, youth fitness, senior wellbeing classes) and ensuring the environment is physically accessible and welcoming for all ages. The new facilities will seek to build on existing service provision for special characteristics groups currently offered at the existing facilities.
	Internal		x		The project should promote age-inclusive employment practices, ensuring fair recruitment, development, and retention across all age

					groups. Considerations include supporting younger staff through training and mentoring, and older staff through flexible working and age-friendly policies.

Marriage and civil partnership	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
Disability	External	x			The facilities will be designed to meet the needs of users with physical, sensory, and hidden disabilities. The new facilities will seek to build on existing service provision for special characteristics groups.

	Internal		x		The project must ensure an inclusive working environment where disabled staff are supported through reasonable adjustments, accessible facilities, and inclusive recruitment practices. Training and policies should promote disability awareness and eliminate barriers to participation and progression.
Race & Ethnicity	External		X		The facilities should be welcoming and culturally sensitive to users from all racial and ethnic backgrounds. Considerations include inclusive communication, diverse representation in marketing, and programming that respects cultural preferences—such as women-only swim sessions or community-led events that reflect local demographics.
	Internal		X		The project should promote a diverse and inclusive workplace, ensuring fair recruitment, training, and progression opportunities regardless of race or ethnicity. Anti-

					discrimination policies and cultural awareness training can help create a respectful, inclusive environment for all staff.
Sexual Orientation	External		X		The facilities should provide a welcoming and safe space for users of all sexual orientations. Considerations include inclusive marketing, respectful customer service, and creating an environment where all individuals and families feel accepted and represented without fear of discrimination.
	Internal		X		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.
Religion or Belief (or no Belief)	External		X		The facilities 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 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.
Pregnancy & Maternity	External		X		The facilities will provide a family-friendly environment with features such as baby-changing areas, accessible toilets, and spaces suitable for parents with prams. Programming should consider pre- and post-natal fitness options, and facilities should be welcoming and accessible to parents and carers with young children.
	Internal		X		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.
Other Groups (e.g. any other vulnerable groups, rural isolation, deprived areas, low income staff etc.) Please state the group/s: Low income	External		X		The facility aims to reduce financial barriers by offering concessionary pricing, free or low-cost programmes, and community outreach initiatives. By ensuring affordability, the project supports wider access to health and wellbeing services for individuals and families on lower incomes.
	Internal		X		The project should ensure fair and equitable employment practices, including paying at or above the Real Living Wage, offering stable 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?		No	
Is there an opportunity to mitigate or alleviate any such impacts?		No	
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.	Economic Growth and Leisure Transformation teams
Gender-Neutral Facilities	RIBA 3	Incorporate 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	Include 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	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	Accessible, representative language and imagery across all marketing and signage, including alternative formats where needed (e.g. Easy Read, large print).	Leisure Transformation Team

Authorisation and Review

Completing Officer	**Mike Avery**
Authorising Head of Service/Director	**Mike Avery, Director of Place**
Date	**7th October 2025**
Review date (if applicable)	

Name of project, policy, function, service or proposal being assessed:	Carlton Leisure, Wellbeing & Community Centre
The main objective of (please insert the name of accessed document stated above):	The Ambition Arnold (North) Project aims to deliver modern, inclusive, and financially sustainable leisure facilities to replace the existing Arnold Leisure Centre, theatre and library to provide high-quality, multi-functional spaces that meets the health, fitness, and wellbeing needs of the local community. The proposed facility mix includes swimming pools, a gym, group and specialist studios, community rooms, a café/restaurant, theatre, cinema screens and a replacement library. 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 RIBA stage 2 plans have been shaped through ongoing community and stakeholder engagement, ensuring the final outcome reflects local priorities and delivers inclusive, accessible services. The scheme forms a key part of Gedling Borough Council's broader leisure transformation strategy, aiming to modernise provision, address financial challenges, and provide high-quality leisure services for future generations.

What impact will this (please insert the name) have on the following Please read guidance before completing.

Category	**Negative**	**Positive**	**No impact/ Negligible change**	**Mitigation/ Comments**
Behaviour & Culture Change		X		The new Arnold Leisure Centre, theatre and library must reflect a growing cultural shift

				towards sustainability. Users increasingly expect environmentally responsible design and operations, and the facility can play a key role in promoting climate-conscious behaviour. Considerations include enabling sustainable travel (cycling, walking, EVs), providing clear environmental messaging, integrating flexible, resilient spaces, and embedding sustainability into staff training and operations. Visible green features and further inclusive engagement will help foster a community culture of climate responsibility, positioning the Arnold North as a leader in environmental wellbeing
Built Environment		X		The proposals will have a positive impact on the built environment by replacing ageing, inefficient facilities with modern, low-carbon, and climate-resilient buildings. Design features

				such as improved insulation, low/zero carbon technologies, and sustainable materials reduce emissions and future-proof the site against rising energy costs and extreme weather. The development also improves local environmental quality through better land use, accessibility, and energy performance.
Transport		X		The project is expected to have a positive impact on transport-related climate outcomes. The design encourages low-carbon travel through improved pedestrian access, cycle storage, and consideration of active travel routes. Integration with public transport On Front Street and High Street and provision for electric vehicle (EV) charging further supports sustainable travel behaviour, helping reduce transport-related emissions.

Climate Impact Assessment

Energy, Natural Resources & Climate Change		X		The project will have a positive impact by prioritising energy efficiency and resource-conscious design. The facilities would be developed to incorporate low and zero-carbon technologies, energy-efficient building systems, and compliance with Part L building regulations. Design elements such as natural ventilation, solar gain management, LED lighting, and high-performance insulation will reduce energy consumption and operational emissions. The project also aims to minimise waste during construction and operation, supporting a low-resource, climate-resilient approach.
Waste Reduction & Recycling		X		The project is anticipated to have a positive impact by embedding waste reduction. Once operational, the facilities will feature clear recycling infrastructure, responsible waste

				management systems, and promote circular behaviours among users and staff. These measures will help reduce landfill contribution and support long-term sustainability goals.
Blue-Green Infrastructure/Biodiversity		X		The project is expected to have a positive impact by incorporating elements that support biodiversity and natural water management. Opportunities introduce native planting and integrate sustainable drainage systems to manage surface water and reduce flood risk.
Procurement & Purchasing		X		The project aims to have a positive impact by embedding sustainable procurement practices throughout the supply chain. By engaging with experienced partners, the project can prioritise low-carbon materials, local sourcing, and suppliers with strong environmental credentials. This approach reduces embodied carbon, supports ethical and

				responsible purchasing, and encourages circular economy principles, contributing to the overall sustainability of the development.

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

Planned Actions	Timeframe	Potential Outcome	Responsible Officer
Further consultation with key stakeholders on future RIBA stages of design.	Predicated on any funding opportunities.	Further development of proposals and a full business case to support delivery.	Mike Avery and Nathan Wall

Authorisation and Review

Completing Officer	**Mike Avery**
Authorising Head of Service/Director	**Director of Place**
Date	
Review date (if applicable)	

Gedling Borough Council

Report to Cabinet

Subject: **Greater Carlton Plan for Neighbourhoods**

Date: **19 November 2025**

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

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

Purpose
To seek approval, as the accountable body, of the ‘10 year Regeneration Plan’ and ‘4 year Investment Plan’ which outlines the Greater Carlton Neighbourhood Board’s longer term strategic vision for Greater Carlton through the Plan for Neighbourhoods programme.

To also note the outcome of the Greater Carlton Long Term Plan for Towns public consultation and Greater Carlton Plan for Neighbourhoods targeted engagement that have been considered as part of the proposals.

Key Decision
This is a Key Decision as it is likely to result in expenditure through grant funding in excess of £500,000 through the lifecycle of the programme and is likely to have an impact on residents and communities working in more than two wards.

Recommendation(s)

THAT CABINET:

1. **Approves the 10 year Regeneration Plan and 4 year Investment Plan, as the accountable body.**
2. **Notes the findings of the public and stakeholder consultation that have informed the development of the proposals.**

1. Background

1.1 On 6 March 2024, the Council was notified by the former Government that the Long Term Plan for Towns funding programme that had been originally announced in September 2023 had been extended from 55 to 75 towns and would now include Carlton. The former Government Minister confirmed that each town will receive “endowment-style” funding and support worth up to £20m over a 10 year period.

1.2 Gedling Borough Council, as the accountable body for the programme, subsequently established a Town Board (’the Board’) and appointed Sir John Peace to the role of interim independent Chair.

1.3 In full consultation with the local community, the Board developed a draft 10 year vision for Carlton including a 3-year investment plan outlining how funds would to be allocated. The draft plan included interventions to address the needs and priorities of Greater Carlton and refers to the themes of the former guidance.

1.4 The work of the Board was stopped in December 2024 as the programme was paused by the Labour Government. In this period, the Board awaited the publication of a new prospectus and technical guidance by MHCLG. A transition from the Plan for Towns was driven by the need to address the disparities in funding and support for different areas across the UK. The Plan for Towns had been deemed restrictive and further flexibility was desired for its allocation of funding. A shift would also allow the programme to reflect a broader government initiative to focus on community-led change.

1.5 The new Plan for Neighbourhoods guidance and prospectus was published on 7 March 2025 as part of the government’s plan to ensure that nowhere is left behind. The Plan for Neighbourhoods aims for Neighbourhood Boards to drive growth locally by improving the physical and social infrastructure of their community, delivering tangible improvements to the everyday lives of these communities by targeting three strategic priorities: thriving places, stronger communities, and taking back control. The three priorities identify a range of measures under the themes of:

- Regeneration, high streets and heritage
- Housing
- Work, productivity and skills
- Cohesion
- Health and wellbeing
- Transport
- Safety and security
- Education and opportunity

1.6 Further information and guidance for the Plan for Neighbourhoods prospectus can be found through the following link:
Plan for Neighbourhoods: prospectus - GOV.UK

1.7 The government supported the establishment of new Neighbourhood Boards with the expectation that each board will, in partnership with their local authority, develop a ’10 year Regeneration Plan’, setting out their vision for the next decade alongside a more detailed ‘Investment Plan’ for the first 4 years of the programme. The Council, as the accountable body, must submit the ‘10 Regeneration Plan’ and ‘4 year Investment Plan’ to MHCLG by Friday the 28 November 2025.

1.8 On 19 March 2025 Cabinet approved arrangements for the creation of a Greater Carlton Neighbourhood Board and to develop appropriate processes that would ensure compliance with the £20 million funding award.

1.9 In March 2025, the Council appointed external consultants, Mutual Ventures to provide appropriate expertise to support the Greater Carlton Neighbourhood Board in the planning and delivery of the community and stakeholder engagement required as part of its objectives.

1.10 As part of the Board’s re-establishment, Sir John Peace announced that he would be stepping down from his role as interim independent Chair. In April 2025, the Board were delighted to appoint David Stewart as Sir John Peace’s successor. As Deputy Lieutenant of Nottinghamshire, David has extensive knowledge and of a wide range of communities in the County. He is also Chair of the Kings Award for Voluntary Service and other groups, overseeing outstanding work within communities and neighbourhoods.

1.11 Neighbourhood Boards work in partnership with the local authority to deliver the strategic objectives of the programme, putting local people at the heart of the Regeneration Plan for their area. In the Board’s mobilisation phase and in the development of its first 4-year Investment Plan, the Board has met on a monthly basis to ensure progress is reviewed and monitored. Further details on the Board membership along with other programme information can be found through the link below:

Greater Carlton Plan for Neighbourhoods - Gedling Borough Council

1.12 To comply with the requirements of the Plan for Neighbourhoods: prospectus, Gedling Borough Council, as the accountable body, confirmed its board membership and resubmitted its proposals to alter the plan’s place boundaries to MHCLG on the 22 April 2025 *(Appendix 1)*.

1.13 The proposed boundary changes include Netherfield Lagoons, Stoke Bardolph, Mapperley local centre, Lambley Lane recreational ground and

Gedling Country Park. The amendment enhances potential for green space, recreational and retail opportunities.

1.14 For revenue capacity, £250,000 was provided over the 2023/24 and 2024/25 financial years. An additional £200,000 of capacity funding was released at the start of the 2025/26 financial year. Capacity funding has been made available to local authorities to establish Neighbourhood Boards and undertake the community engagement in the development of their Regeneration Plans. Delivery funding will be released from the beginning of the 2026/2027 financial year, allowing the Regeneration Plan and projects to be developed in the ensuing year.

1.15 In June 2025, the Neighbourhood Board took part in a working group activity to review and refine the vision, investment priorities and final list of interventions identified as part of the previous Long Term Plan for Towns progressed in 2024. The findings and outcomes from the session would shape new proposals for the Greater Carlton Plan for Neighbourhoods.

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

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

1.17 Key findings from the Greater Carlton Long Term Plan for Towns Community Consultation 2024

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

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

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

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

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

1.18 Summary of the Greater Carlton Plan for Neighbourhoods Targeted Engagement 2025

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

- **Strategic partners**
  To understand strategic priorities of key stakeholders including the East Midlands Combined County Authority (EMCCA), Police and Crime Commissioner (PCC), Nottinghamshire County Council (NCC) and education/skills providers.
- **Local organisations**
  To understand likely costs, anticipated timescales and identify potential specification requirements.
- **Local businesses**
  To understand the nature of current and future business requirements (business advice, business grants, employment corridor improvements etc).
- **Council projects**
  To understand the scale, funding requirements and strategic alignment of GBC's corporate Gedling Plan projects.

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

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

1. Skills and Learning: Supporting residents to shape their own futures by providing opportunities to learn, retrain, and develop new skills.

2. Youth and Aspirations: Empowering young people to achieve their full potential through safe, accessible community spaces and education activities.

3. Health and Wellbeing: Investing in green spaces, heritage and leisure assets, and community hubs to improve physical and mental wellbeing. Supporting community organisations to deliver inclusive activities and events.

4. Local Economy and Business Growth: Enhancing high streets and retail areas and providing tailored support to help local businesses grow and innovate.

5. Safety and Feelings of Safety: Investing in crime and antisocial behaviour prevention to ensure more people are safe and feel safe in their communities.

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

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

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

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

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

The full ‘4 year Investment Plan’ can be found for review within Appendix 8.

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

2.1 In the 2025 Spending Review, the Government announced funding for up to 350 places as the cornerstone of their support for communities. This includes 95 places selected for the Pride in Place Impact Fund. The funding will be delivered by local authorities in England, Scotland and Wales and targeted at areas ‘in need’ with the aim of building strong, resilient, prosperous, and inclusive communities *(Gov.uk 2025).* Further guidance on the Pride in Place Impact Fund can be found through the following link: Pride in Place Impact Fund: prospectus - GOV.UK .

2.2 The Government has confirmed that the existing 75 Plan for Neighbourhood areas will be incorporated into the Pride in Place Programme, representing the first phase. It is advised that Local authorities, and Boards already established under the Plan for Neighbourhoods should continue to work on their regeneration plans, as well as any work on engagement and preparation for delivery of the programme, as set out in Plan for Neighbourhoods: Regeneration Plan Guidance

2.3 In addition to the written guidance confirming the incorporation of the Plan for Neighbourhood and Pride in Place programmes, verbal advice has been received from MHCLG confirming that there will be no material changes to our Plan for Neighbourhoods programme. It is within the gift of the Board and Council to continue under the brand of Plan for Neighbourhoods.

3 Proposals

3.1 As the accountable body, it is proposed that Cabinet approves the Board’s longer term aspirations and ambitions for Greater Carlton, outlined within the ‘10 year Regeneration Plan’ (Appendix 7).

3.2 It is also proposed that Cabinet approves the theme proposals outlined within the initial 4 year Investment Plan (Appendix 8) to enable delivery of the investment plan from 01 April 2026.

3.3 It is proposed that Cabinet notes the findings of the Greater Carlton Long Term Plan for Towns public consultation 2024 and Greater Carlton Plan for Neighbourhoods targeted engagement 2025 that have informed the development of the proposals.

4 Alternative Options

4.1 Not to approve the Regeneration Plan or Investment Plan as the accountable body. This option is not recommended as officers have overseen the development of the plans to ensure that they comply with the funding conditions and internal standing orders. Failure to approve the plans could jeopardise the funding or result in delays in delivery.

5 Financial Implications

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

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

5.3 In line with the Councils internal processes and governance arrangements the Council will not commit any expenditure for the delivery phase until a formal grant agreement has been received.

5.4 Other financial considerations are set out within the body of the report and the financial obligations of the Council are set out in the Legal Implications section below.

6 Legal Implications

6.1 The Government issued guidance on 7 March 2025 ‘Plan for Neighbourhoods: prospectus. This guidance lays out the requirements for the setting up and management of the funding. The Board is not a legal entity but is to work in partnership with the ‘accountable body’ which is the Gedling Borough Council in this case. The accountable body will be supporting the Board through its Secretariat function and/or by officer observers/advisors.

6.2 The local authority is responsible for the spend of the funding through the duties of the Section 151 officer and compliance with the Councils Standing Orders, Financial Regulations and Contract and Procurement Rules must be followed in the delivery of the fund.

6.3 The Plan for Neighbourhoods Guidance requires the authority to prepare and submit for approval, to MHCLG the Plans by 28th November 2025.

7 Equalities Implications

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

8 Carbon Reduction/Sustainability Implications

8.1 There are no carbon reduction or sustainability implications arising from this report. However, the Regeneration Plan and 4 year Investment Plan considers carbon reduction and sustainability issues and interventions. The Regeneration Plan and 4 year Investment Plan includes a Carbon Reduction Impact Assessment.

9 Appendices

9.1 Appendix 1 - GCPfN Boundary change
9.2 Appendix 2 - GCLTPfT Round 1 consultation - Overview 2024
9.3 Appendix 3 - GCLTPfT Round 1 consultation - Report 2024
9.4 Appendix 4 - GCLTPfT Round 2 consultation - Report 2024
9.5 Appendix 5 - GCPfN Engagement Overview 2025
9.6 Appendix 6 - 10-year vision and mission
9.7 Appendix 7 - GCPfN 10 Year Regeneration Plan
9.8 Appendix 8 - GCPfN Investment Plan and Capacity Fund
9.9 Appendix 9 - GCPfN EIA
9.10 Appendix 10 - GCPfN CIA

10 Background Papers

10.1 None identified.

11 Reasons for Recommendations

11.1 The Council as the accountable body for the Regeneration Plan and Investment Plan, has responsibility for establishing and confirming the Board and ensuring that the programme complies with both its internal standing orders and the funding conditions. The recommendations contained in the report are intended to ensure that the Council meets its obligations, failure to do so could jeopardise the funding that has been allocated to the Greater Carlton area.

Statutory Officer Approval

Approved by:

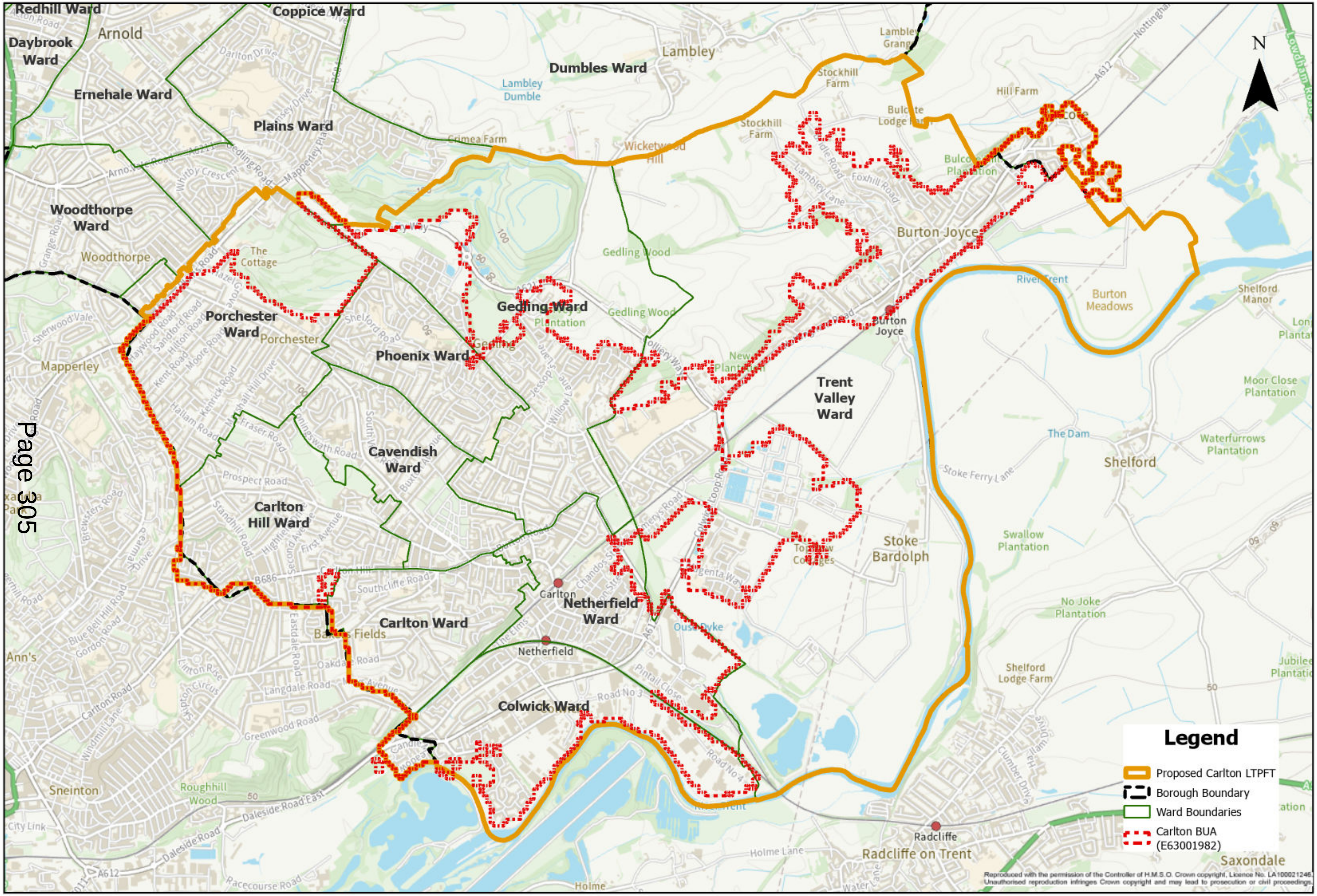
Date: November 2025

Deputy Chief Financial Officer

Approved by:

Date: November 2025

Monitoring Officer



Gedling Borough Council

Proposed Carlton Long Term Plan For Towns

Scale: 1:35,000

Date: 03/06/2024

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MEMO

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

Summary of Community Survey

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

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

A copy of the survey is appended to this report.

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

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

Advertising Methods

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

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

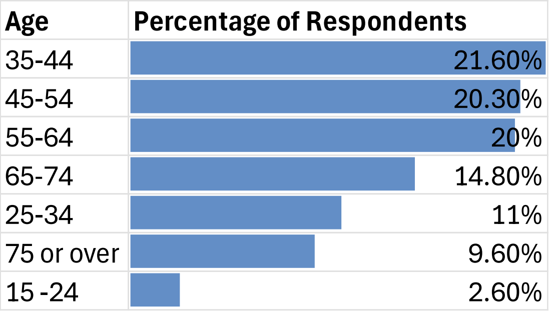
About Respondents

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

- 708 respondents provided their postcode, with 19 choosing to write something else, for example ‘pass’, in this box. As outlined in next steps below, we will further analyse the data by postcode.

- 62.4% of respondents were female, 36.9% male and 0.7% chose other categories.

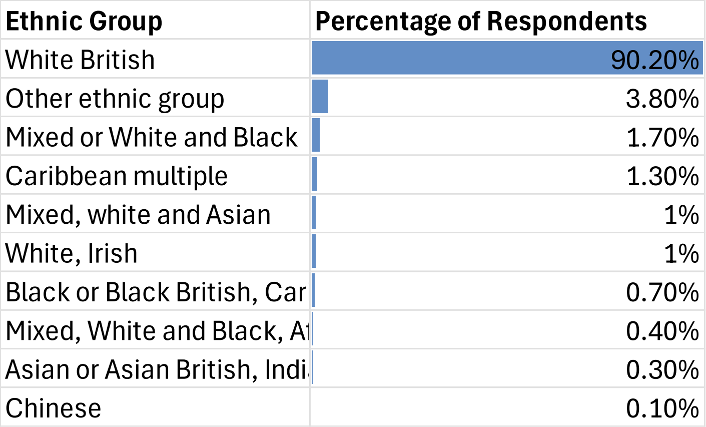
- Age Profile of Respondents



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

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

- Ethnic Group of Respondents



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

- 55.8% of respondents identified with no-religion, 40.4% identified as Christian (including Church of England, Catholic, Protestant and all other Christian denominations), 2.3% chose ‘Other’, 0.7% identified as Muslim, 0.4% identified as Hindu, 0.3% identified as Buddhist and 0% identified as Jewish and Sikh.

- 83.9% of respondents identified as ‘Non-Disabled’ and 16.2% of respondents identified with having a disability.

- 94.6% of respondents identified as Straight/Heterosexual, 2.1% identified as Gay or Lesbian, 2% identified as Bisexual and 1.7% chose ‘Other’.

- 61.5% of respondents were Employed, 27.6% Retired, 8.2% chose ‘Other’, 2.4% Unemployed, 1.8% Student and 0.8% were Unemployed Students.

- 94.9% of respondents were ‘Local Residents’, 15.9% ‘Part of a Community Group’, 11.5% ‘Worked in the Local Area’, 6.1% ‘Local Business Owners’, 5.2% ‘Education Providers’ and 5% chose ‘Other’.

- The 727 responses were made up of 676 online responses and 51 paper responses.

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

Survey Results

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

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

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

698 out of 727 people answered this question.

1. The highest ranking option overall was – '*Provide more for young people to do in the evenings, weekends and during school holidays, working with local providers'*, (3.22 average rank, meaning lots of respondents placed it high on the priority list), followed by:

2. *Support independent retailers on local high streets* (3.95 average)

3. *Improve your local high street which could include grants for shopfronts, increased cleaning and redecoration, more street furniture and planters or improvements to public spaces* (4.17 average)

4. *Support local groups in volunteering and social action projects* (4.42 average)

5. *More events and markets - this could include specialist markets such as farmers markets and food festivals, and a mixture of events including film screenings, theatre, music production, art exhibitions (4.47 average)*

6. *Improve leisure facilities (Leisure Centres, football pitches etc) in the district* (5.25 average)

7. *Fund local sports facilities, tournaments and leagues* (6.79 average)

8. *Install flood prevention measures* (6.94 average)

9. *Invest in new and improvements to existing heritage and community buildings* (7.41 average)

10. *Support the development of the area's visitor economy for example through local attractions, trails, tours and tourism products* (8.37 average)

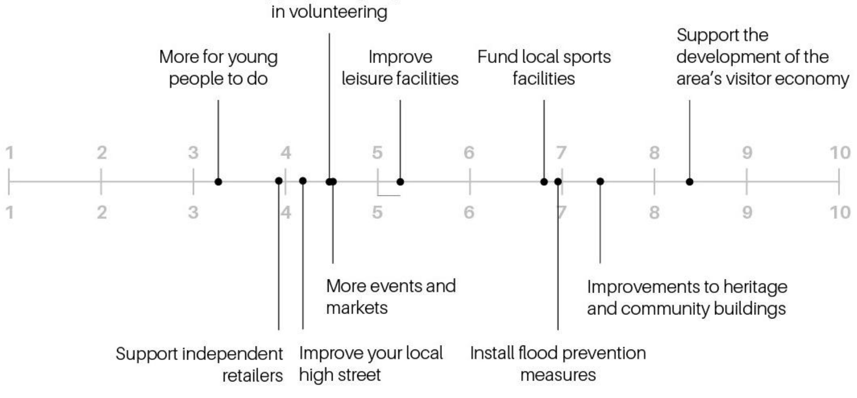


Figure 1: High streets, heritage and regeneration options, 1 = highest priority, 10 = lowest priority

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

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

The most common themes in the open feedback included:

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

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

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

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

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

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

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

Respondents ranked the statements in order of importance.

667 people answered this question.

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

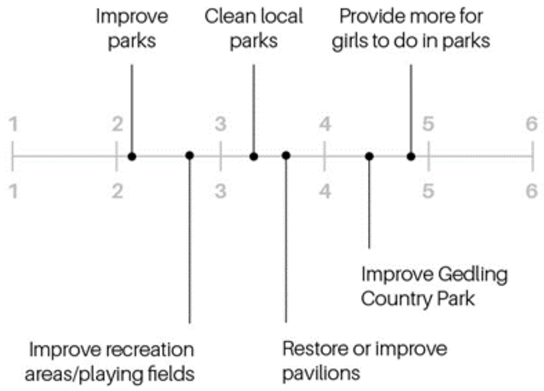


Figure 2: Parks and Open Spaces, 1= highest priority, 10 = lowest priority

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

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

The most common themes included:

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

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

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

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

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

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

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

Respondents ordered the statements in order of importance.

622 out of 727 people answered the question.

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

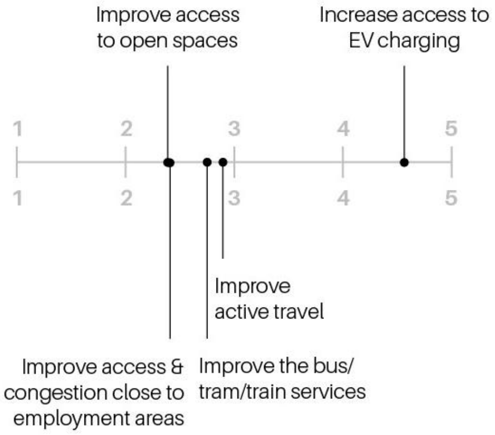


Figure 3: Transport and Connectivity, highest priority = 1, 10 = lowest priority

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

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

The most common themes included:

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

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

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

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

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

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

Respondents ordered the statements in order of importance.

662 out of 727 people answered the question.

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

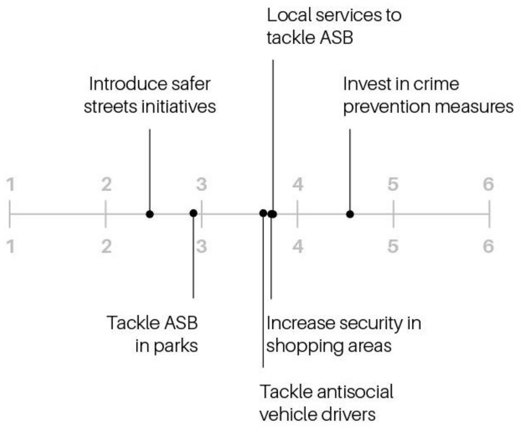


Figure 4: Safety and Security, highest priority = 1, 10 = lowest priority

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

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

The most common themes included:

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

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

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

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

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

Conclusion

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

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

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

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

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

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

The feedback can be summarised by theme, as:

Theme 1: High Streets, Heritage and Regeneration

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

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

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

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

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

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

Theme 2: Open Green Spaces

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

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

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

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

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

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

Theme 3: Transport and Connectivity

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

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

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

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

Theme 4: Safety and Security

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

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

Next Steps

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

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

1. A virtual workshop with large scale businesses in the Greater Carlton area, focussing on the ‘employment corridor’ e.g. manufacturing, service businesses, warehousing and logistics;

2. Outreach with high street businesses, spending a day going door to door; and

3. Overseeing the rollout of a youth workshop within two education establishments, in conjunction with the youth Mayor.

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

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

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

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

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

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

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

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

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

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

If you need a paper copy of the questionnaire you can contact us here: consultation@iceniprojects.com

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

Want to know more?

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

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

Return address:

FAO: Economic Growth and Regeneration

Gedling Borough Council

Civic Centre

Arnot Hill Park

Arnold

Nottingham

NG5 6LU

A bit about you

Postcode:

What is your gender identity?

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

What age group are you in?

15-24

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

25-34

35-44

45-54

55-64

65-74

75+

To which of these groups do you consider you belong?

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

What is your religion?

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

Do you have a disability?

Yes	
No	

Which of the following best describes your sexual orientation?

Straight/Heterosexual	
Gay or Lesbian	
Bisexual	
Other	

Please tick as many options below which apply to you:

Employed	
Retired	
Unemployed	
Unemployed Student	
Student	

Other	

Please tick as many boxes below which apply to you:

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

We can spend the money within three different themes:

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

<u>Theme 1 is High Streets, Heritage and Regeneration</u>

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

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

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

Support the development of the area's visitor economy for example through local attractions, trails, tours and tourism products	

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

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

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

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

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

Theme 2 is Transport and Connectivity

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

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

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

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

Theme 3 is Safety and Security

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

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

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

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

Data Consent

Consent for storing submitted data.

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

Please circle either:

Yes

No

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

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

Greater Carlton Town Fund

Survey Results

Town Board Presentation – 11th September

Overview

727 responses

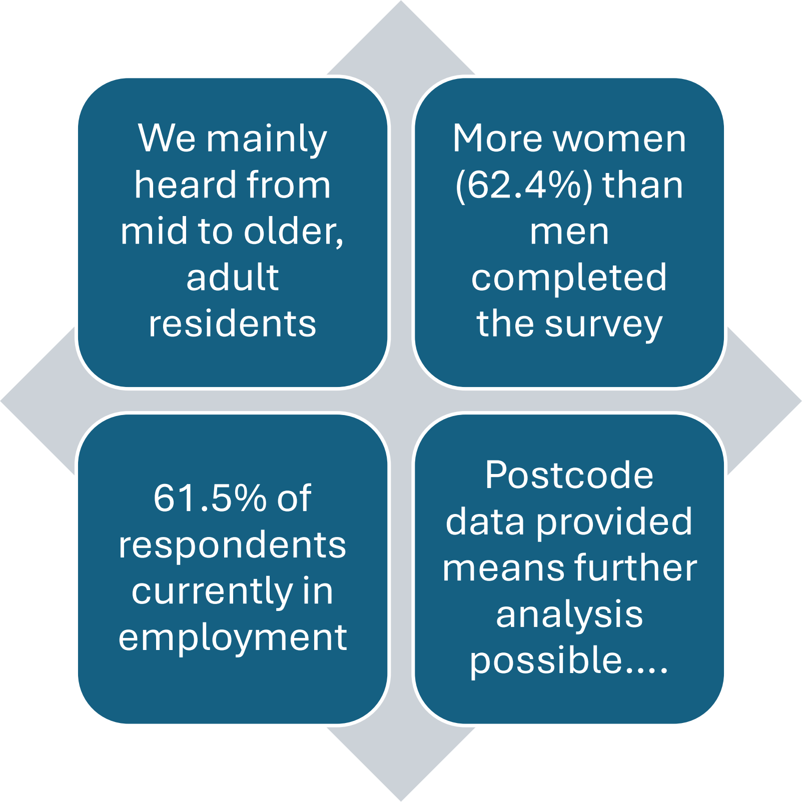
676 online and 51 paper

364 left email addresses to be contacted in the future

The Survey

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

Who completed the survey?



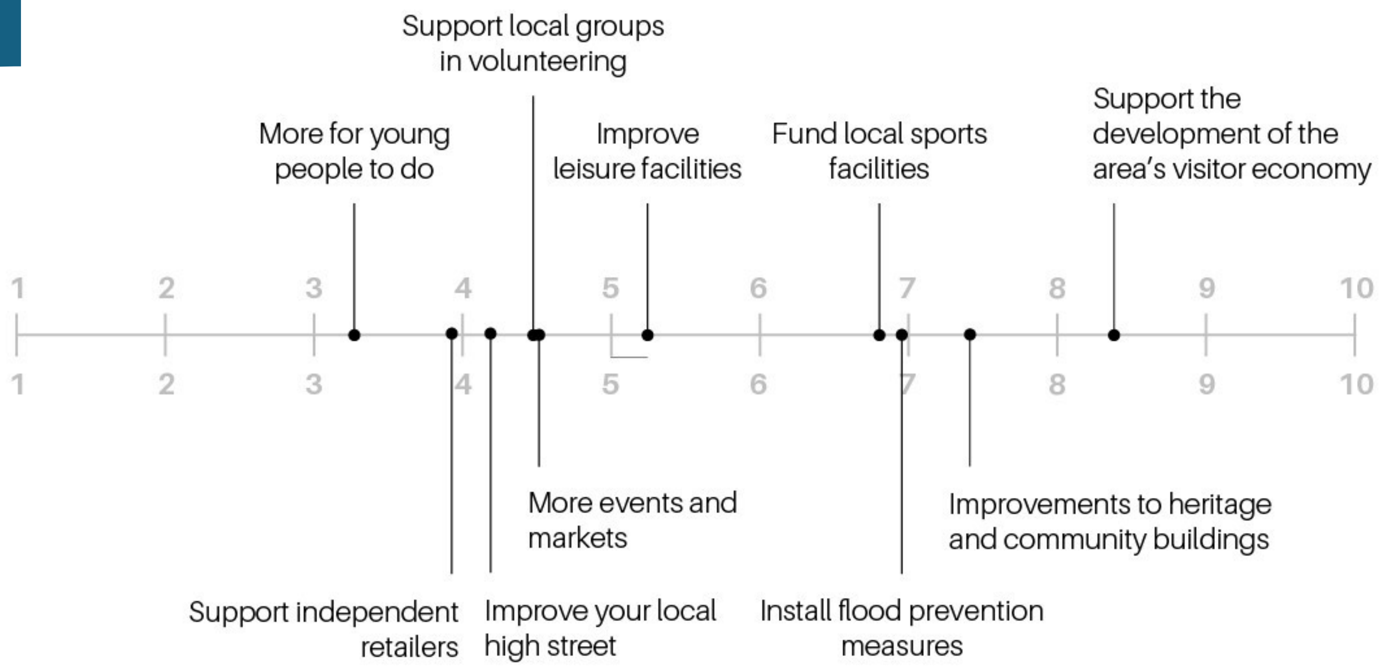
We mainly heard from mid to older, adult residents

More women (62.4%) than men completed the survey

61.5% of respondents currently in employment

Postcode data provided means further analysis possible....

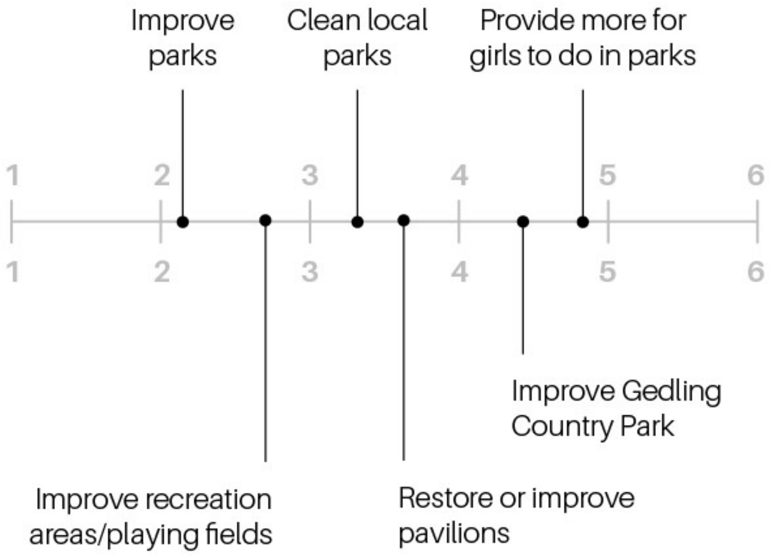
1. What do you think would benefit high streets, heritage and regeneration in the area the most? *Rank the options*



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

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

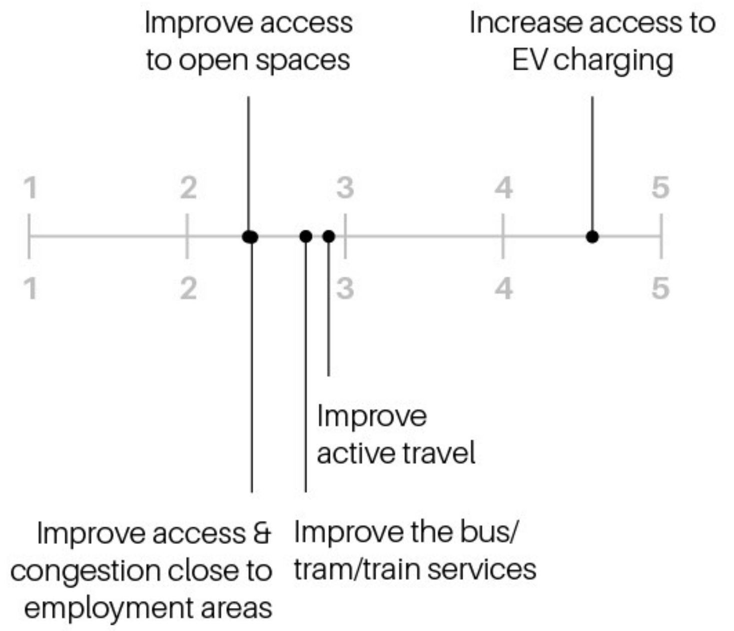
3. What do you think would benefit parks and open spaces the most? *Rank the options*



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

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

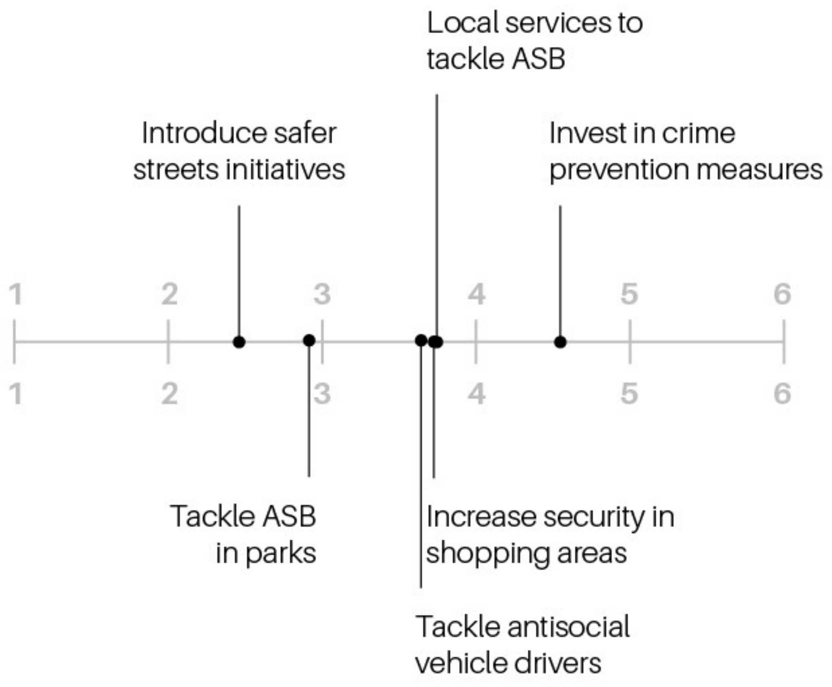
5. What do you think would benefit transport and connectivity in the area the most? *Rank the options*



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

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

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



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

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

Conclusion

Conclusion - High Streets, Heritage and Regeneration

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

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

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

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

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

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

Conclusion – Open & Green Spaces

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

Conclusion - Transport and Connectivity

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

Conclusion - Safety and Security

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

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

Next Steps

1. A virtual workshop with large scale businesses, focussing on the ‘employment corridor’

2. Outreach with high street businesses

3. Youth workshop/s, in conjunction with the Youth Mayor

3. Publish results for community view

Greater Carlton Town Fund

Additional Consultation

Town Board Presentation – 25th September

High Street/Local Business Telephone Survey

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

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

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

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

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

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

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

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

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

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

- Uncertainty about the future
- Hopes for growth and expansion
- Economic and financial pressures
- Retirement

Feedback Themes by Geographical Area

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

Larger business feedback

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

Support with website development, social media and online presence

Advice on finance and accounting

Advice on expanding from retail to wholesale

Support in understanding customer data and GDPR

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

GETTING ABOUT (BUSES ARE TOO EXPENSIVE)

NOTHING TO DO

KNIFE CRIME

ANTI-SOCIAL BEHAVIOUR

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

Sad to see Colwick Skate Park close

Improve hygiene in Forum changing rooms

Better maintenance at Astro

Keen for a basketball court

Outputs from engagement

Key areas of engagement

1

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

2

Council projects (parks, sports facilities etc.)
To understand the scale, funding requirements and strategic alignment of GBC's projects

3

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

4

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

Strategic partners

1

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

Who we've met:

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

Key areas for consideration:

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

Local organisations

2

Local Organisations

Who we've met:

- Gedling Conservation Trust
- Netherfield Forum
- Colwick Parish Council

Key areas for consideration:

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

Local businesses

3

Local Businesses

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

Key areas for consideration:

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

Council officers

4

Council projects
(parks, sports facilities etc.)

Who we've met:

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

Key areas for consideration:

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

Greater Carlton Plan for Neighbourhoods Vision and Mission

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

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

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

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

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

1. **Skills and Learning**: Supporting residents to shape their own futures by providing opportunities to learn, retrain, and develop new skills.
2. **Youth and Aspirations**: Empowering young people to achieve their full potential through safe, accessible community spaces and education activities.
3. **Health and Wellbeing**: Investing in green spaces, heritage and leisure assets, and community hubs to improve physical and mental wellbeing, and supporting community organisations to deliver inclusive activities and events.
4. **Local Economy and Business Growth**: Enhancing high streets and retail areas and providing tailored support to help local businesses thrive, grow and innovate.
5. **Safety and Feelings of Safety**: Investing in crime and antisocial behaviour prevention to ensure more people are safe, and feel safe, in their communities.

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

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

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

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

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

Greater Carlton Neighbourhood Board

November 2025

Foreword

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

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

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

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

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

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

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

David Stewart OBE
Chair of the Greater
Carlton Neighbourhood
Board

Contents and Introduction

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

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

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

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

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

Local context

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

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

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

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

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

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

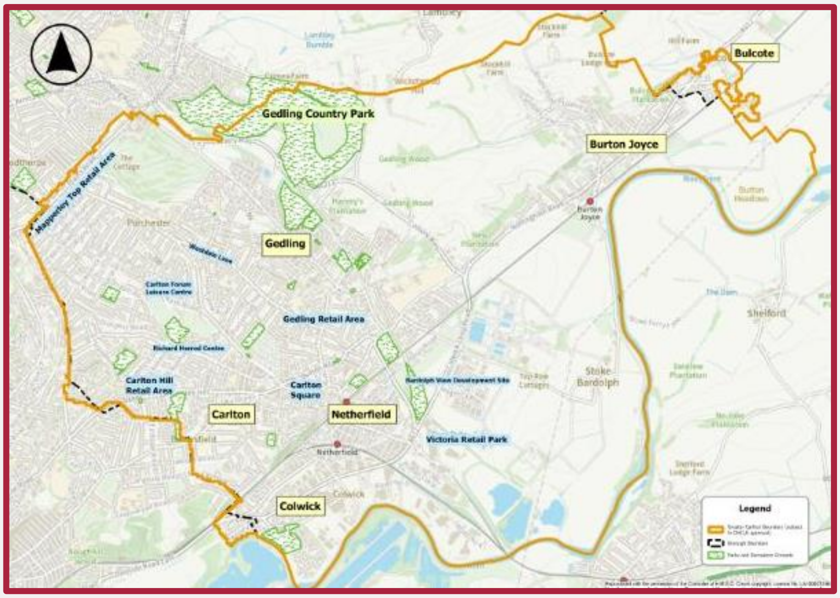
However, the area does face significant challenges. Health inequalities persist, with some neighbourhoods among the most deprived nationally for health outcomes. Skills gaps and barriers to further education and employment remain, particularly for young people and in deprived wards. Social trust is lower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

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

Spatial targeting

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

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



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

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

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

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

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

Our vision

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

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

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

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

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

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

1. **Skills and learning**: Supporting residents to shape their own futures by providing opportunities to learn, retrain, and develop new skills.
2. **Youth and aspirations**: Empowering young people to achieve their full potential through safe, accessible community spaces and education activities.
3. **Health and wellbeing**: Investing in green spaces, heritage and leisure assets, and community hubs to improve physical and mental wellbeing, and supporting community organisations to deliver inclusive activities and events.
4. **Local economy and business growth**: Enhancing high streets and retail areas and providing tailored support to help local businesses thrive, grow and innovate.
5. **Safety and feelings of safety**: Investing in crime and antisocial behaviour prevention to ensure more people are safe, and feel safe, in their communities.

Our vision

How we will know we've succeeded:

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

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

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

Strategic case for change

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

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

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

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

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

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

Education and Opportunity

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

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

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

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

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

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

Strategic case for change

Challenge: Barriers to accessing further education

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

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

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

Social Cohesion

Challenge: Low levels of social trust

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

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

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

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

Health and wellbeing

Challenge: concentrated pockets of inequality, including health inequality

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

Strategic case for change

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

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

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

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

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

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

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

High streets, heritage and regeneration

Challenge: Reviving our high streets

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

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

Strategic case for change

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

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

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

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

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

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

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

Strategic case for change

Work, productivity, and skills

Challenge: Linking skills to local business requirements

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

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

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

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

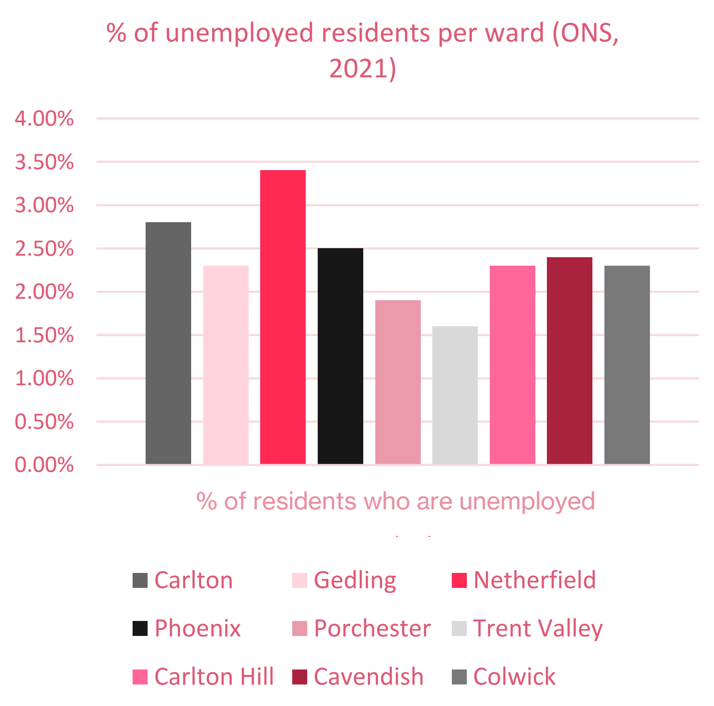
Challenge: Encouraging local business development

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

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

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

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


% of unemployed residents per ward (ONS, 2021)

Strategic case for change

Transport and connectivity

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

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

Census data shows that 6.9% of residents travel to work using public transport, a higher proportion than Nottinghamshire (3.1%) and the wider East Midlands (3.2%), while only 49.8% use a car, compared to 54.2% in Nottinghamshire and 53.2% in the East Midlands. Despite these relatively good public transport figures, residents perceive significant issues with how the area connects to other places, citing high traffic levels near Victoria retail park and congestion on roads into and out of Nottingham city centre, which affects journey times.

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

Challenge: A lack of walking and cycling routes

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

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

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

Strategic case for change

Challenge: Poor access to open spaces and employment areas

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

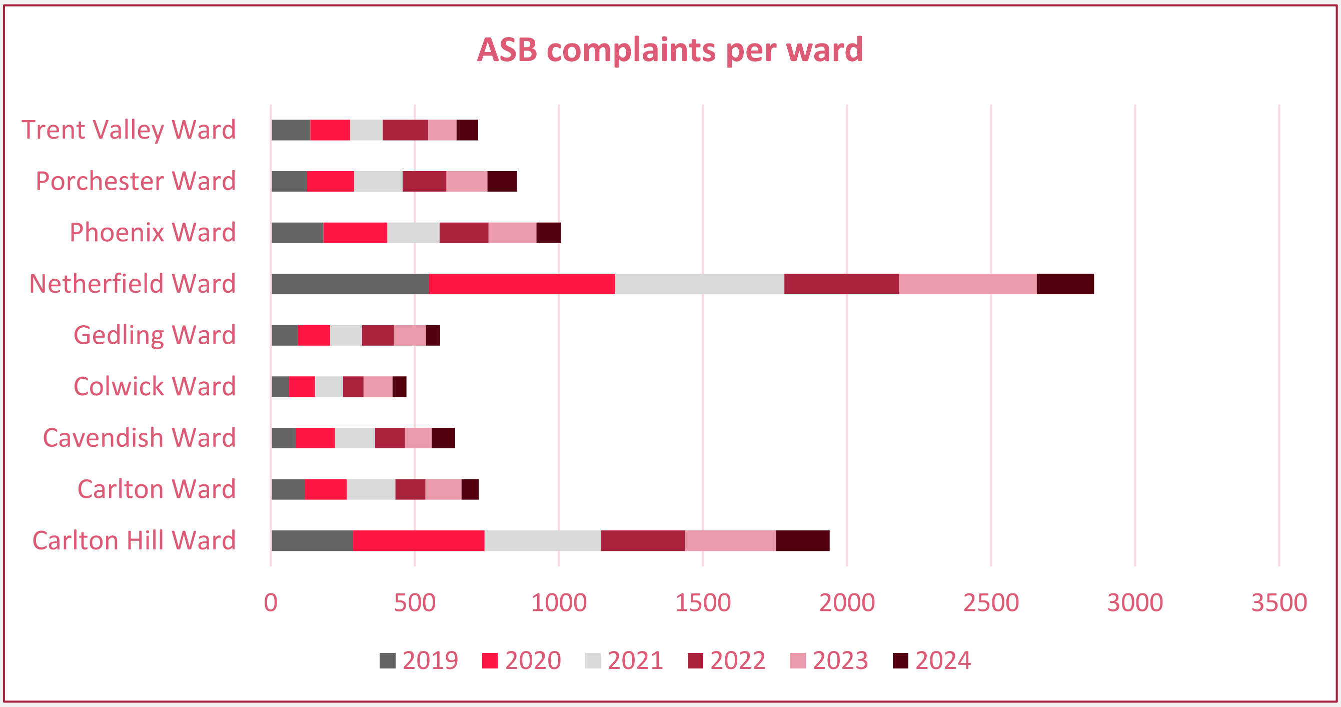
Specific examples included poor accessibility to open spaces and the poor condition of pavements, which create barriers for wheelchair users, people pushing prams, and older residents needing walking assistance. There is also a lack of easy pedestrian access to the River Trent and Netherfield Lagoons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

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

Safety and security

Challenge: Crime and the fear of crime

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



Strategic case for change

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

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

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

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

The perception of a lack of safety in parks and open spaces was a recurring theme through the consultation, with respondents specifically calling for action to tackle ASB in parks to improve safety and reduce fear of crime. As set out previously, the Council's annual Open Spaces Survey shows a marked reduction in the proportion of people **who feel safe in parks and open spaces, dropping from 96% in 2023 to 77% in 2024**. This decline in perceived safety leads to fewer visits to these community assets, which in turn reduces natural surveillance and can further reinforce negative perceptions.

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

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

Strategic case for change

Housing

Challenge: Housing affordability

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

Challenge: Housing deprivation and quality

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

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

Challenge: Energy Efficiency of Residential Properties

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

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

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

Strategic case for change

Summary

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

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

Alignment with PfN Objectives

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

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

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

Strategic case for change

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

	MHCLG description	Aligned Greater Carlton priorities
Thriving places	*To create vibrant, inclusive neighbourhoods where residents have pride in their local areas, high streets and estates are regenerated to meet community needs, everyone has access to world-class public services, and health inequalities are reduced so that all places can thrive.*	• Enhancing access to, safety of, and use of green spaces, sports, and outdoor facilities. • Revitalising local high streets and retail areas by supporting independent retailers, encouraging activation, and improving infrastructure and appearance. • Attracting more visitors by strengthening the area's heritage offer and promoting key destinations. • Supporting local business development by enabling SMEs to thrive. • Improving transport infrastructure and promoting active travel.
Stronger communities	*To rebuild resilience and a collective sense of belonging in disadvantaged communities by empowering boards to tackle root causes of division, strengthen relationships, and foster pride and safety.*	• Tackling crime and antisocial behaviour by introducing targeted initiatives and deterrents. • Build social trust and strengthen community networks by supporting more community activities and events.
Taking back control	*To ensure everyone has the opportunity to shape their future and community, with empowered individuals able to access skills, employment, and self-employment, regardless of background or location, driving local economic growth and giving people a greater say in how their area develops.*	• Expanding accessible and inclusive education and skills provision for adults and young people by removing barriers to participation.

Strategic case for change

Intended use of powers

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

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

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

Long-term outcomes

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

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

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

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

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

Strategic case for change

Our approach to achieving our vision for Greater Carlton

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

- **Achieving short-term impact:** Through the first 4-year investment plan (2026-30), the Neighbourhood Board will invest in interventions that are designed to address the most pressing challenges facing Greater Carlton's residents, communities and businesses. Delivering these interventions will also help the programme to build momentum, partnerships and presence. Guided by insights from our extensive engagement, our focus will be on interventions that deliver visible impact, strengthen the capacity of local organisations, or lay the groundwork for future interventions within the later stages of the investment plan. This will enable us to demonstrate meaningful benefits to residents and businesses throughout the initial 4-year period.
- **Achieving medium-term impact:** Some proposals within our first 4-year investment plan require further development or are contingent on understanding the strategic landscape for investment throughout the East Midlands region. Our intention is to invest in the necessary feasibility and scoping work required to turn these proposals into investable propositions. The cost of this initial work is included within our 4-year investment plan; the costs associated with the implementation of these interventions (should they demonstrate a strong value for money case for investment) will be included within future investment plans over the 10-year period.
- **Achieving long-term impact**: Over the full 10-year period of the programme, our aim is to collaborate with partners to establish place-based approaches to addressing some of the more systemic and deep-seated challenges facing Greater Carlton. While the investments designed to address these challenges will take longer to design and implement due to their complexity, the Neighbourhood Board will use this time to attract and leverage additional private and public sector funding to maximise the impact and legacy of the PfN funding.

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

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

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

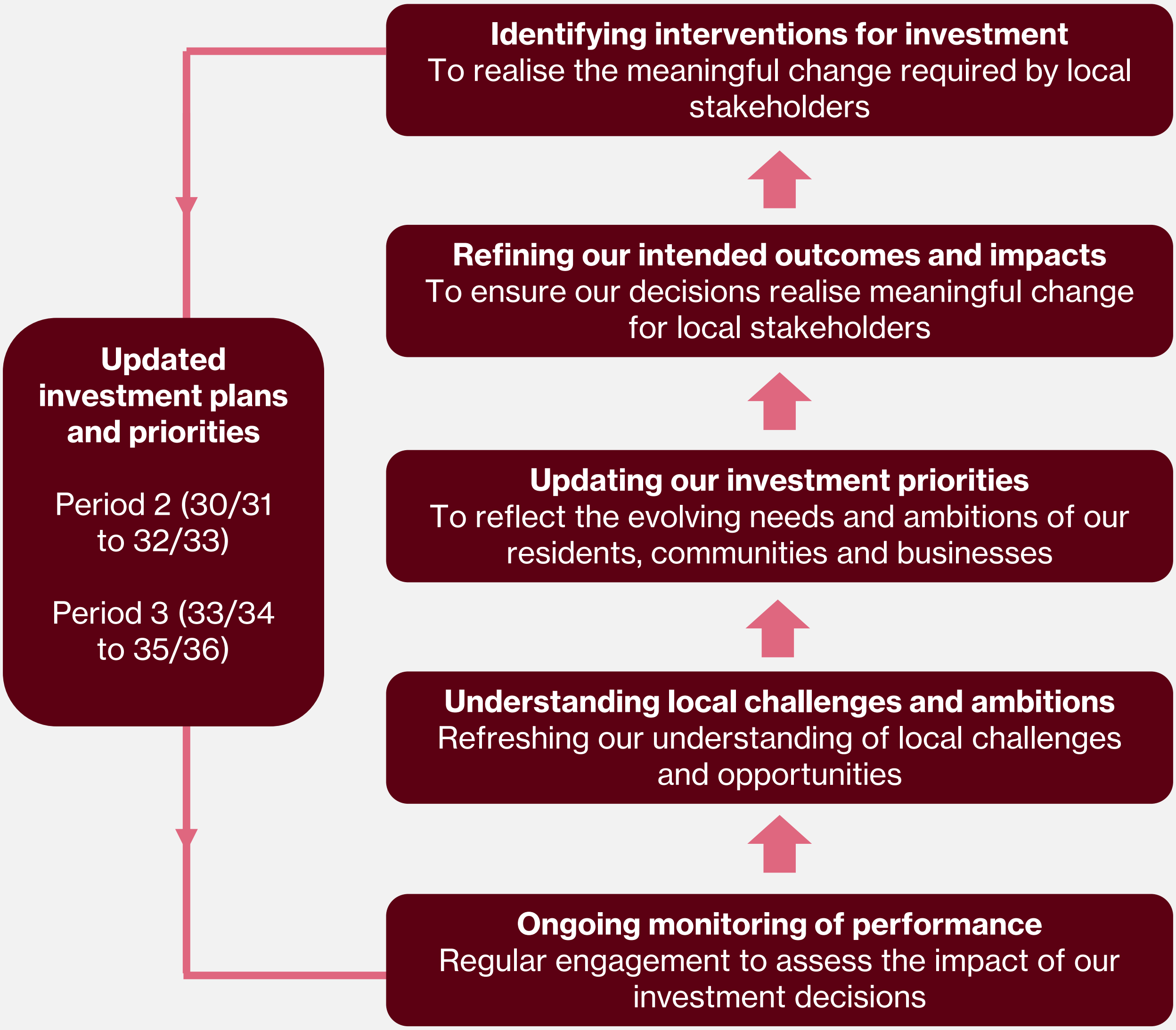
Strategic case for change

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

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

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

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



Identifying interventions for investment
To realise the meaningful change required by local stakeholders

Refining our intended outcomes and impacts
To ensure our decisions realise meaningful change for local stakeholders

Updating our investment priorities
To reflect the evolving needs and ambitions of our residents, communities and businesses

Understanding local challenges and ambitions
Refreshing our understanding of local challenges and opportunities

Ongoing monitoring of performance
Regular engagement to assess the impact of our investment decisions

Updated investment plans and priorities

Period 2 (30/31 to 32/33)

Period 3 (33/34 to 35/36)

Alignment with other programmes and investments

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

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

Alignment with specific interventions and programmes

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

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

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

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

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

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

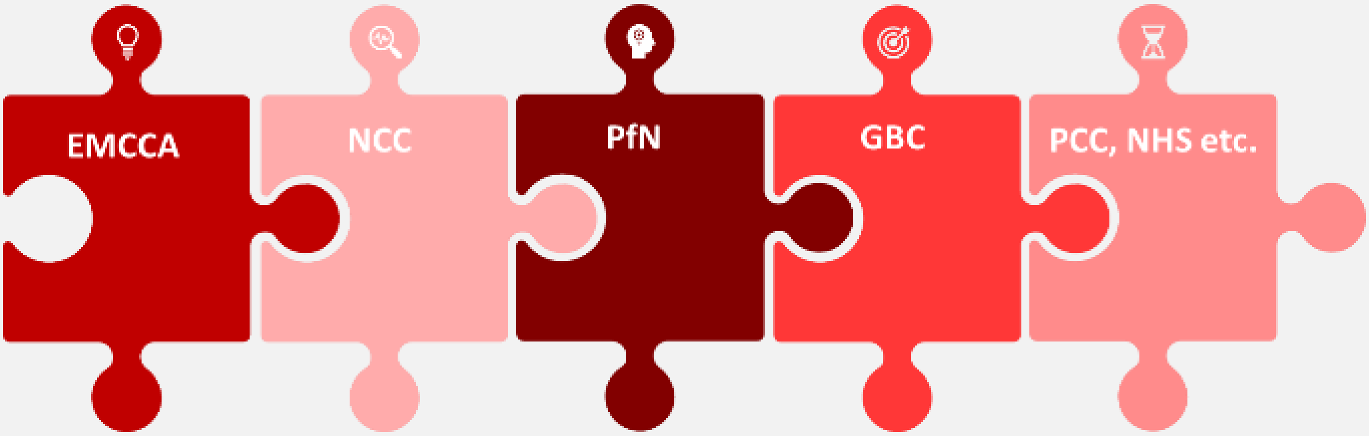
Alignment with other programmes and investments

Alignment with strategic stakeholders

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

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

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



Match funding and leveraged investment

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

The Neighbourhood Board as a place-leader

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

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

  Our intention is to work with other place-based decision makers, including the Council's Gedling Growth Board, the PCC, Nottinghamshire County Council, and EMCCA to pursue a series of shared priorities that align with our investment themes and ongoing consultation feedback.
- **Championing** - Using our collective influence and connections to attract additional funding and investment into Greater Carlton.

Alignment and shared delivery of priorities

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

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

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

Match funding and leveraged investment

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

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

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

Additionality

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

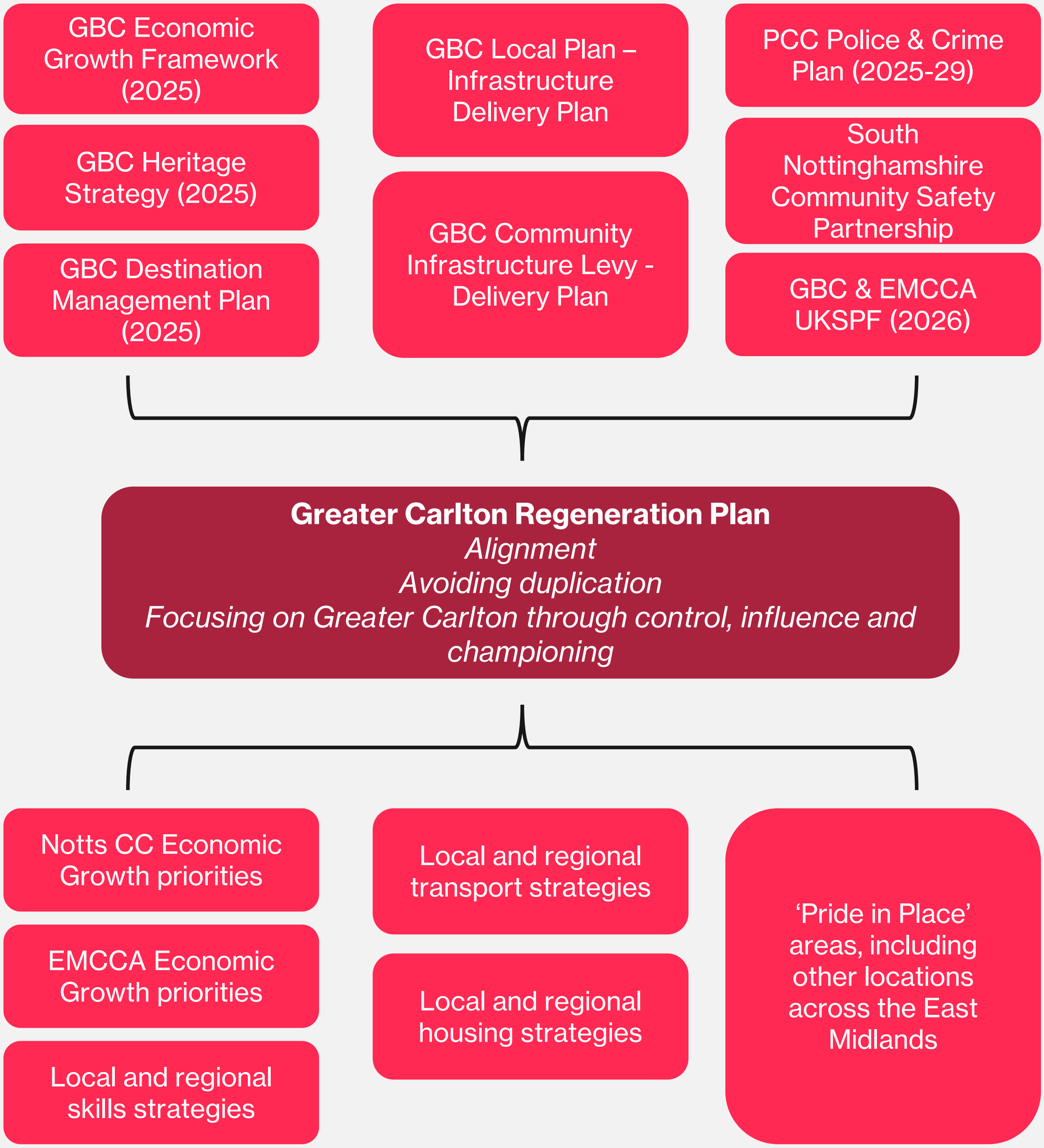
During the development of the Neighbourhood Board's 4-year investment plan, a key consideration related to whether each proposed theme or intervention was able to identify secured or potential match funding.

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

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

Match funding and leveraged investment

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



- GBC Economic Growth Framework (2025)
- GBC Heritage Strategy (2025)
- GBC Destination Management Plan (2025)
- GBC Local Plan – Infrastructure Delivery Plan
- GBC Community Infrastructure Levy - Delivery Plan
- PCC Police & Crime Plan (2025-29)
- South Nottinghamshire Community Safety Partnership
- GBC & EMCCA UKSPF (2026)

Greater Carlton Regeneration Plan
Alignment
Avoiding duplication
Focusing on Greater Carlton through control, influence and championing

- Notts CC Economic Growth priorities
- EMCCA Economic Growth priorities
- Local and regional skills strategies
- Local and regional transport strategies
- Local and regional housing strategies
- ‘Pride in Place’ areas, including other locations across the East Midlands

Community and stakeholder engagement

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

Neighbourhood Board membership and leadership

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

- The Chair.
- The local MP for Gedling.
- Leader of Gedling Borough Council.
- Nottinghamshire County Council Portfolio Holder for Economic Development and Asset Management.
- The Office of the Police and Crime Commissioner.
- Local Health representatives, including those from Jubilee Park Medical Partnership.
- Community stakeholders, including representatives from Carlton Hill Action Group and Gedling Climate Change Group.
- The Former Assistant Chief Fire Officer at Notts Fire & Rescue Service, and Assistant Chief Executive and Corporate Director for Strategy and Resources at Nottingham City Council.
- The Non-Exec Director of Notts Healthcare Trust, Chair of East Midlands LIFT Companies, Board Member of Framework, Chair of Notts Community Foundation.
- Local and regional business representation, including from Entente/Purico Ltd, Challenge Consulting and the Federation of Small Businesses.
- Local community sporting organisation: Mapperley All Stars Community CIC.
- The Gedling Youth Mayor.
- The Chair of the Caribbean Elders Group and Member of Gedling Seniors Council.

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

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

Community and stakeholder engagement

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

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

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

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

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

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

The Neighbourhood Board's Chair

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

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

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

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

Community and stakeholder engagement

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

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

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

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

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

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

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

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

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

Community and stakeholder engagement

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

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

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

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

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

Community and stakeholder engagement

Community engagement to date

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

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

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

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

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

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

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

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

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

Governance

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

The purpose of the Greater Carlton Neighbourhood Board

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

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

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

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

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

The remit and functions of the Greater Carlton Neighbourhood Board

The roles and responsibilities of the Neighbourhood Board include:

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

Governance

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

The remit and functions of the accountable body

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

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

- Providing a programme management function, ensuring effective oversight of the programme's delivery, including tracking progress against milestones and managing interdependencies across individual interventions;
- Providing oversight of delivery, ensuring that any PfN funding is spent in line with the Council's financial controls and associated legislative frameworks.
- Providing oversight of governance and decision making, ensuring that Neighbourhood Board decisions are compliant with statutory requirements (including procurement and subsidy control).
- Ensuring any procurement activity is undertaken in line with the Council's Contract Standing Orders and procurement regulations.
- Identifying, assessing, and mitigating risks to programme delivery through a structured risk management approach, including the maintenance of a programme risk register as well as intervention-level risk registers.
- Delivering stakeholder engagement exercises with key stakeholders, including residents, community organisations, delivery partners, and strategic stakeholders, to ensure the programme continues to reflect local needs and priorities.
- Developing and implementing communications strategies that promote transparency, raise awareness of programme activity, and celebrate success.
- Supporting appropriate scrutiny of programme delivery through internal governance structures and external review mechanisms.
- Ensuring that robust assurance processes are in place to monitor delivery, manage risk, and demonstrate compliance with funding and governance requirements, as set out in Section 9 (Assurance).

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

Governance

The relationship between the Neighbourhood Board and Council

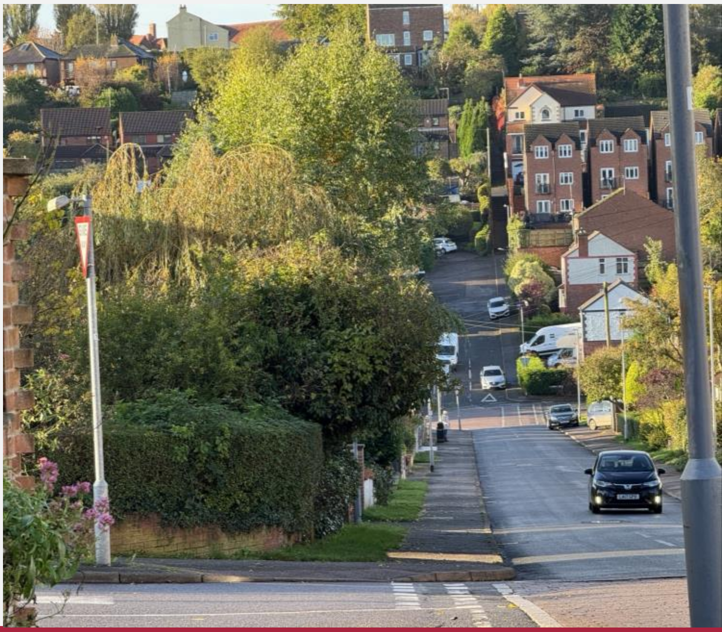
Throughout the 10-year programme, the Neighbourhood Board will work with the Council to:

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

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

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

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



Governance

Managing the programme in line with the Nolan Principles

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

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

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

- 'Conflicts of interest' will be a standing agenda item at each Neighbourhood Board meeting.
- The Chair of the Neighbourhood Board, in partnership with the Council, is responsible for monitoring the Neighbourhood Board's adherence to the Nolan Principles and principles of managing public money.
- The Council, as the accountable body, will support the Chair to monitor adherence (through the Council's Control and Assurance Framework ('CAF')) and raise any issues directly with the Chair.
- Each new member of the Neighbourhood Board will be requested to complete a conflict of interest declaration when joining the Neighbourhood Board.
- Each existing member of the Neighbourhood Board will on an annual basis be required to complete a new declaration of interest disclosure.

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

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

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

Governance

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

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

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

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

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

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

Governance

Risk management

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

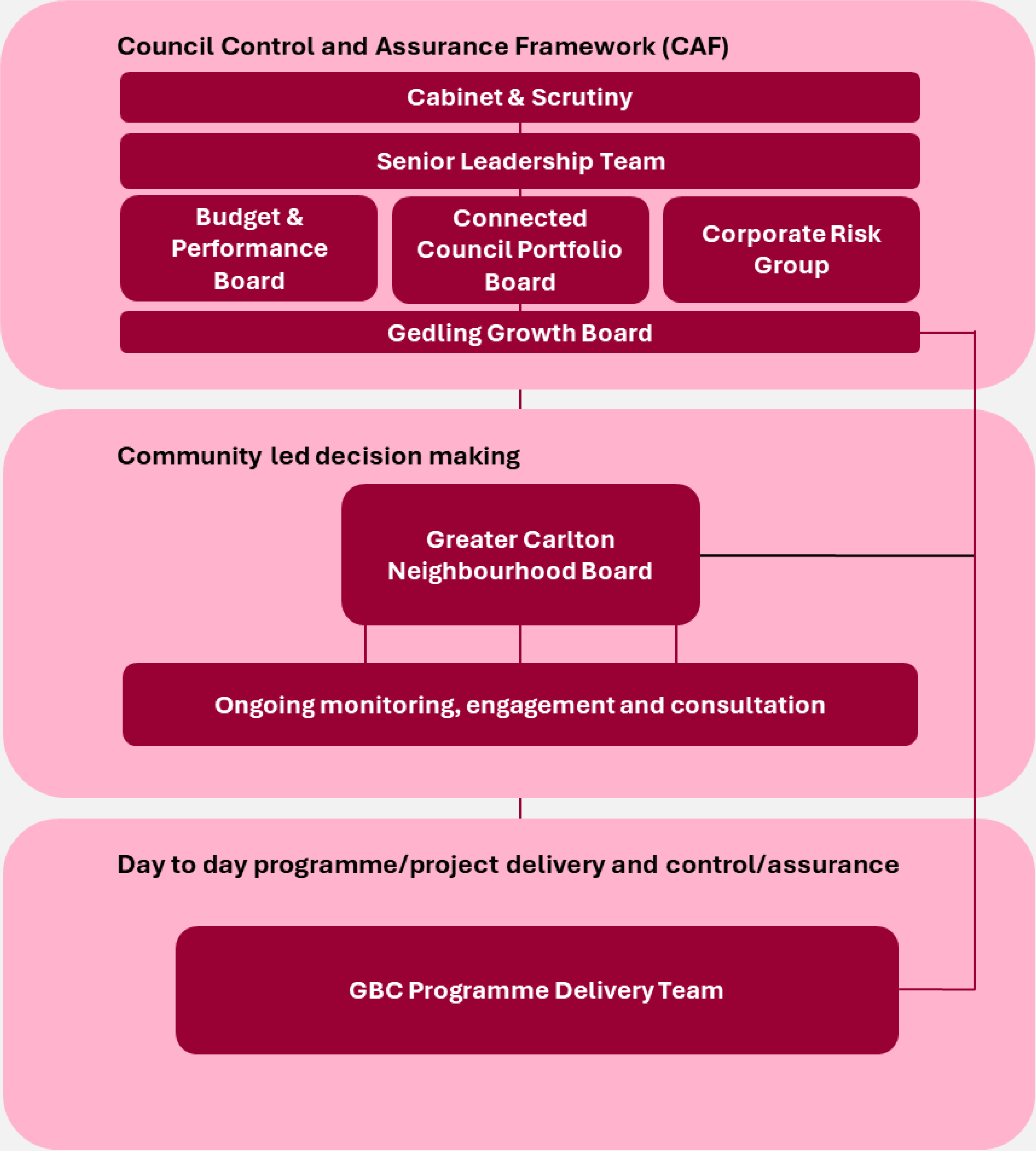
Programme and intervention-level risk mitigation will be overseen by the Council's Growth Board and Risk Board. Working jointly with the Council's Programme Delivery Team, early identification of risks and deviations from the programme plan will be mitigated and escalated accordingly.

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

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

Governance

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


Council Control and Assurance Framework (CAF)
Cabinet & Scrutiny
Senior Leadership Team
Budget & Performance Board
Connected Council Portfolio Board
Corporate Risk Group
Gedling Growth Board
Community led decision making
Greater Carlton Neighbourhood Board
Ongoing monitoring, engagement and consultation
Day to day programme/project delivery and control/assurance
GBC Programme Delivery Team

Assurance

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

Delivery-led assurance

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

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

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

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

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

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

Programme governance led assurance

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

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

Assurance

Council (accountable body) led assurance

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

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

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

Assurance through transparency

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

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

Assurance

Assurance of procurement

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

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

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

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

Assurance of grant funding

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

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

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

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

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

List of abbreviations

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

Investment Plan Yrs1-4

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

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

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

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

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

		sustainability (skills, decarbonisation plan, digital, marketing). It is proposed that the administration of the grants would be undertaken by the Business Adviser role.														
11	**Immediate Justice - Skils**	Co-funding the continuation of the PCC Reparative Justice programme with the other Nottinghamshire Boards. Funding ending without this help. Project would link offenders across the region with programmes which would develop their skills and link to employment. £350k in total PA. Linked to 'fix my street'.	Third party (via PCC)	Procurement by GBC (Contract).	£ 60,000		£ -	£ -	**£ 60,000**	£ -	£ -	£ -	£ -	**£ -**	**£ 60,000**	**1%**

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

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

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

Capacity Fund

Greater Carlton Plan for Neighbourhoods

Capacity funding profile

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

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

Community Engagement											
Consultation exercises (surveys, materials)						£12,000	***£12,000***			**£12,000**	

Total GBTB expenditure							***£924,475***	*£244,062*	£81,695	**£598,718**	
Available PfN/MHCLG funding										**£600,000**	
Balance (Available PfN funding vs anticipated GCTB spend)										**£1,282**	Contingency

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

Investment Plan Yrs1-4

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

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

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

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

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

		enquiries, etc, following UKSPF. This will be funded for 2 years with the expectation that UKSPF will be replaced in some way.														
10	**Grants to Local Businesses**	Grant to local businesses in the Greater Carlton area to support growth and sustainability (skills, decarbonisation plan, digital, marketing). It is proposed that the administration of the grants would be undertaken by the Business Adviser role.	Third parties	Grant scheme administered by GBC.	£ -	£ 20,000	£ 40,000	£ 40,000	**£ 100,000**	£ -	£ -	£ -	£ -	**£ -**	**£ 100,000**	**2%**
11	**Immediate Justice - Skils**	Co-funding the continuation of the PCC Reparative Justice programme with the other Nottinghamshire Boards.	Third party (via PCC)	Procurement by GBC (Contract).	£ 60,000		£ -	£ -	**£ 60,000**	£ -	£ -	£ -	£ -	**£ -**	**£ 60,000**	**1%**

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

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

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

Capacity Fund

Greater Carlton Plan for Neighbourhoods

Capacity funding profile

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

Planning for delivery - consultancy contract (TBC)		£42,600					***£42,600***			**£42,600**	
Officer Time (LTPFT)	£92,700						***£92,700***			**£92,700**	
Deputy Monitoring Officer - Registration of Interest		£90					***£90***			**£90**	
Deputy Monitoring Officer - time (compliance)		£1,484					***£1,484***			**£1,484**	
Post programme mobilisation											
Staffing and Delivery											
GBC Legal support			£24,111	£57,536	£57,551	£40,925	***£180,122***	*£72,049*	*£18,012*	**£90,061**	Assumption: 40% of costs capitalised Assumption: 10% of costs allocated to management costs Grant = 3 days, Contract = 5 days
Programme Manager Costs			£65,000	£65,000	£65,000	£65,000	***£260,000***	*£104,000*	*£26,000*	**£130,000**	Assumption: 40% of costs capitalised Assumption: 10% of costs allocated to management costs £50k salary, to align with GBC pay scales (plus on-costs)
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External procurement support			£12,360	£21,642	£18,358	£18,358	***£70,718***	*£28,287*	*£7,072*	**£35,359**	Assumption: 40% of costs capitalised Assumption: 10% of costs allocated to management costs 2 days per project
Community Engagement											
Consultation exercises (surveys, materials)						£12,000	***£12,000***			**£12,000**	
Total GBTB expenditure							***£924,475***	*£244,062*	£81,695	**£598,718**	
Available PfN/MHCLG funding										**£600,000**	
Balance (Available PfN funding vs anticipated GCTB spend)										**£1,282**	Contingency

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

Equality Impact Assessment: Greater Carlton Plan for Neighbourhoods

Greater Carlton Plan for Neighbourhoods (GCPFN)	
The main objective of	The Council has been awarded £20 million endowment style funding over 10 years to develop a 10-Year Regeneration Plan for Greater Carlton through the Plan for Neighbourhoods. The Council will act as the accountable body for this funding and is responsible for the implementation of compliant investment plans agreed by the Neighbourhood Board. The 10-year Regeneration Plan and any associated investment plans created by the Board will identify a range of measures and proposed investments under the Plan for Neighbourhood themes of: • Regeneration, high streets and heritage • Housing • Work, productivity and skills • Cohesion • Health and wellbeing • Transport • Safety and security • Education and opportunity The Council, as the accountable body, confirmed their proposed chair, board membership and boundary by 22 April 2025. The Council, in partnership with the Neighbourhood Board, has developed a ‘Regeneration Plan’, setting out its vision for the next decade alongside a more detailed ‘Investment Plan’ for the first 4 years of the programme.
What impact will this have on the following groups? Please note that you should consider both external and internal impact: • External (e.g. stakeholders, residents, local businesses etc.) • Internal (staff)	

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

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

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

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

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

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

Authorisation and Review

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

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<table>
<tr><td>Name of project, policy, function, service, or proposal being assessed:</td><td colspan="4">**Carbon Impact Assessment: Greater Carlton Plan for Neighbourhoods (GCPFN)**

The Council has been awarded £20 million endowment style funding over 10 years to develop a 10-Year Regeneration Plan for Greater Carlton through the Plan for Neighbourhoods. The Council will act as the accountable body for this funding, and is responsible for the implementation of compliant investment plans agreed by the Neighbourhood Board.

The 10-year Regeneration Plan and any associated investment plans created by the Board will will identify a range of measures and proposed investments under the Plan for Neighbourhood themes of:

• Regeneration, high streets and heritage
• Housing
• Work, productivity and skills
• Cohesion
• Health and wellbeing
• Transport
• Safety and security
• Education and opportunity

The Council, as the accountable body, confirmed their proposed chair, board membership and boundary by 22 April 2025.

The Council, in partnership with the Neighbourhood Board, has developed a ‘Regeneration Plan’, setting out its vision for the next decade alongside a more detailed ‘Investment Plan’ for the first 4 years of the programme.</td></tr>
<tr><td>The main objective of Plan for Neighbourhoods: Carlton</td><td colspan="4">The main objective of the Plan for Neighbourhoods is to develop a plan for Greater Carlton, focused on securing improvements for residents, businesses and communities across the themes mentioned above, which are informed by community and stakeholders.</td></tr>
<tr><td colspan="5">What impact will this (please insert the name) have on the following Please read guidance before completing.</td></tr>
<tr><th>Category</th><th>Negative</th><th>Positive</th><th>No impact/
Negligible change</th><th>Mitigation/
Comments</th></tr>
</table>

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

Transport		Future investment plans may include interventions that encourage public transport take up and active travel.		The 10-year Regeneration Plan for Greater Carlton and 4-year investment plan will consider Carbon Reduction and Sustainability in line with the Council's Environment Policy.

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

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

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

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

Authorisation and Review

Completing Officer	**Nathan Wall**
Authorising Head of Service/Director	**Assistant Director for Economic Growth & Regeneration**
Date	**10th October 2025**
Review date (if applicable)	

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Report to Cabinet

Subject:	Gedling Plan Quarter 2 Performance Report
Date:	19 November 2025
Author:	Senior Leadership Team

Wards Affected

Borough wide

Purpose

To inform Cabinet in summary of the position against Performance Indicators and Annual Delivery Plan Actions in Quarter 2 of 2025/26.

Key Decision

This is not a key decision.

Recommendation

THAT:

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

The progress against Annual Delivery Plan Actions be noted

1 Background

1.1 The Council has made a commitment to closely align budget and performance management. This is in line with accepted good practice.

1.2 To deliver this commitment, systems to monitor performance against revenue and capital budgets, improvement activity and performance indicators have all been brought together and are now embedded in the way the Council works.

1.3 In addition, performance reports focus directly on the Council's priorities and offer an “early warning” system of instances where targets may not be secured.

1.4 The assessment criteria used for indicators is based on red, amber and green traffic light symbols. To be assessed as green, performance indicators must be in line with their expected performance at that stage of the year determined within the performance management system.

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

2 Proposal

2.1 It is proposed that Cabinet note the current performance information for Quarter 2 of 2025/26 as set out below –

2.2 **Annual Delivery Plan Actions**

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

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

2.3 Milestones have been identified under each action to assist the monitoring of progress against the delivery plan, of which there are a total of 189 covering all themes for 2025/26.

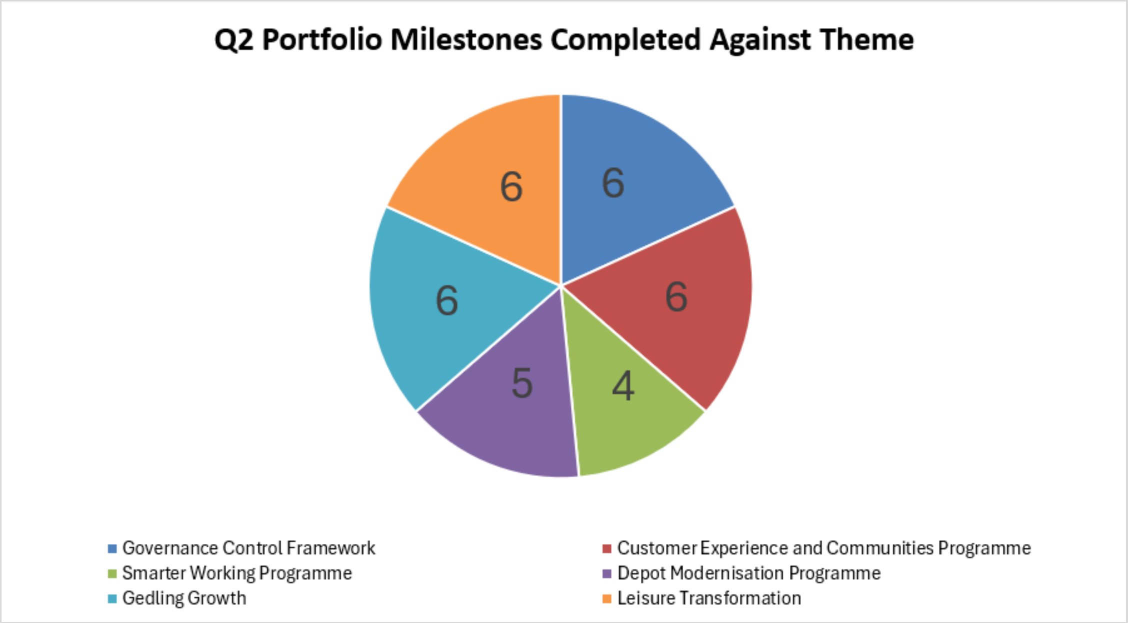
2.4 For Q2 there were originally 69 milestones recorded as planned for delivery during July to September. 33 have been completed (please see appendix A for more details) and 36 were realigned to Q3 or Q4 as more information on these projects were made available and dependencies became known.

2.5 Of the 36 milestones that have been realigned, 34 are ‘on track’ (signifying that milestones are progressing as planned – **status green**) and 2 milestones are being closely monitored, 1 has been identified as ‘at risk’ where there are issues or concerns that could impact delivery but are being addressed or mitigated. 1 has been identified as ‘off track’ where issues do exist that are impacting progress, and corrective action is being implemented to meet the year-end deadline. The milestone ‘off-track’ is ‘Create an action plan to drive delivery’ and is related to the Annual Delivery Plan action – ‘Created a digital inclusion approach to support customers and employees'.

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

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

2.7



3 Achievements

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

- Between July and August 2025, our programme consultants, Mutual Ventures led a targeted engagement and consultation campaign with key stakeholders to support the development of themes, proposals and interventions for our 4-year investment plan.

- Work towards the local plan has taken place, with the Issues and Options consultation concluded in September attracting over 1500 responses. These are now being assessed along with the suitability of sites and draft policies being considered.

- The Whitespace Waste Management System was successfully released for operational use in Municipal waste.

- Demolition of the waste depot shed has commenced and is in progress, due for completion by during Q3.

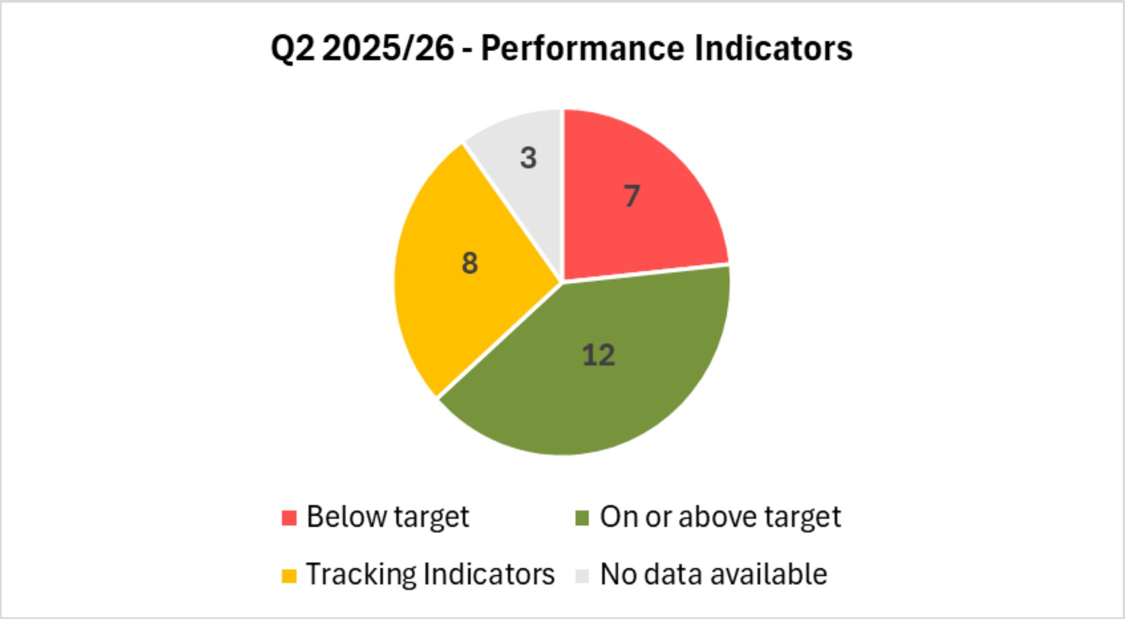
- Initial design of new council website complete, with high level design approved by SLT. Website/Customer Relationship Management capability will support improved Waste Service processes and Subscription based services (Garden Waste).

4 Performance Indicators

4.1 Quarter 2 Performance Indicators in 2025/26

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

4.2



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

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

Percentage of other planning applications processed within 8 weeks	96.5%	80%
Number of rented households with health and safety hazards that fall below the minimum legal standard that have been remediated following the council’s intervention	63	13

4.4 The following performance indicators missed their target in Q2.

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

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

5 Compliments and Complaints

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

- In Q2 2025/26 the council received 51 compliments, which is 6% fewer compliments received than in the previous quarter.

- 236 complaints were received in Q2 2025/26, which is 31% fewer complaints received than in the previous quarter.

- 90% of the complaints received in Q2 2025/26 were processed in time, which is 1% higher rate of complaints processed in time than in the previous quarter.

- 80 MP letters were received in Q2 2025/26, which is 18% more MP letters than in the previous quarter.

- 75% of the total number of complaints that the council received in Q2 2025/26, related to Waste Services

- 54% of all complaints received in Q2 2025/26 were classified as justified.

6 Alternative Options

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

7 Financial Implications

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

8 Legal Implications

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

9 Equalities Implications

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

10 Carbon Reduction/Sustainability Implications

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

11 Appendices

11.1 Appendix A - Q2 2025/26 Delivery Plan Completed Milestones

11.2 Appendix B - Q2 2025/26 Performance Indicator Report

12 Background Papers

12.1 None identified.

13 Reasons for Recommendations

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

Statutory Officer approval

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

Approved by:
Date:
On behalf of the Monitoring Officer

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

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

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

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

Leisure and Community Wellbeing Centre				
001 - Migrated our finance system to the Cloud. Be more resilient and ready to exploit improved finance dashboards and self-service.	Completed	01/08/2025	ADP021 - Migrated our finance system to the Cloud. Be more resilient and ready to exploit improved finance dashboards and self-service.	Smarter Working Programme
001 - Agreeing performance standards with procurement partner	Completed	01/07/2025	ADP022 - Improved our procurement service â€“ including having a Council wide pipeline and Plan.	Smarter Working Programme
004 - Update tender template package to include KPI's and performance management targets	Completed	01/08/2025	ADP022 - Improved our procurement service â€“ including having a Council wide pipeline and Plan.	Smarter Working Programme
001 - Brief managers and staff in the new process	Completed	01/03/2026	ADP025 - Improved performance management, including a new PDR process.	Smarter Working Programme
002 - Create programme of works for future options	Completed	01/09/2025	ADP028 - Developed an Asset Management Plan and Strategy including a full understanding of compliance position, stock condition and cyclical maintenance costs so that we optimise assets including considering options for retention, re-purposing and disposal	Smarter Working Programme

Performance Indicators - Q2 2025/26

Gedling Borough Council

PI Status	
🔴	Alert
⚠	Warning
✅	OK
?	Unknown
📈	Data Only

Short Term Trends	
⬆	Improving
▬	No Change
⬇	Getting Worse

Customer Engagement

PI Code & Short Name	Ownership Portfolio Owners	Q2 2025/26			Trend compared to previous quarter	Quarterly Status	Latest Note
		Value	Target	Year to Date			
LI 315 Volume of unique visits to Council website	Leader of the Council	77,000	N/A	169,000	⬇	📈	
LI052 Percentage of calls to the contact centre answered (or call back made) - 12 month rolling total	Leader of the Council	95.8%	94%	96.05%	⬇	✅	
LI252 Percentage of customers that are	Leader of the Council	84.6%	94%	80.3%	⬆	🔴	Small number of surveys received -

PI Code & Short Name	Ownership Portfolio Owners	Q2 2025/26			Trend compared to previous quarter	Quarterly Status	Latest Note
		Value	Target	Year to Date			
satisfied with overall customer service							23 over the quarter, 20 satisfied, 3 unsatisfied. Nothing specific noted in customer feedback to attribute the drop to, will be monitored.
LI411 Number of customers attending outreach hubs	Leader of the Council	163	N/A	210	↑	📈	
LI5002 Percentage of Calls to customer service answered within SLA (40 seconds)	Leader of the Council	95.6%	85%	95.8%	?	✓	
LI5003 Avoidable contact indicator	Leader of the Council	N/A	N/A	N/A	?	?	

Environment

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

Financial Services

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

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

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

Housing and Resettlement

PI Code & Short Name	Ownership Portfolio Owners	Q2 2025/26			Trend compared to previous quarter	Quarterly Status	Latest Note
		Value	Target	Year to Date			
Li086 Average length of time spent in temporary accommodation (in weeks)	Sustainable Growth and Economy	26 wks.	N/A	31 wks.	⇧	📈	
Li410 Total number of family households in B&B at the end of the month	Sustainable Growth and Economy	2.3	N/A	2	⇩	📈	

Leisure

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

Planning and Planning Policy

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

PI Code & Short Name	Ownership Portfolio Owners	Q2 2025/26			Trend compared to previous quarter	Quarterly Status	Latest Note
		Value	Target	Year to Date			
							until new sites are allocated as part of Gedling's emerging Local Development Plan, it is unlikely the new target will be met.
NI155 Number of affordable homes delivered (gross)	Sustainable Growth and Economy	20	19	60	⬇	✓	
NI157a Percentage of Major planning applications processed within 13 weeks	Sustainable Growth and Economy	100%	92%	100%	▬	✓	
NI157b Percentage of Minor planning applications processed within 8 weeks	Sustainable Growth and Economy	80.95%	86%	87.5%	⬇	🛑	The performance in Q2 is slightly below the local target due to the determination of some more historic planning applications. However, cumulative performance for the year to date

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

Public Protection

PI Code & Short Name	Ownership Portfolio Owners	Q2 2025/26			Trend compared to previous quarter	Quarterly Status	Latest Note
		Value	Target	Year to Date			
LI 314 Number of rented households with health and safety hazards that fall below the minimum legal standard that have been remediated following the council’s intervention	Public Protection	63	13	106	⇧	✓	Included 55 that have been improved via selective licensing the majority of which relate to the renewal of the Netherfield scheme
LI081 Level of recorded anti-social behaviour across Gedling Borough (per 1000 population)	Public Protection	78	N/A	40.63	⇩	📈	
LI118 Number of long term (over 12 months) empty homes in the Borough returned to use as a result of Gedling Borough Council intervention	Sustainable Growth and Economy	11	17	27	⇩	🛑	11 properties returned to use. Slightly behind target. Properties range from being empty for 12 months to 12 years.
LI133 Number of fly tipping incidents reported to Gedling Borough Council	Public Protection	276	N/A	569	⇧	📈	

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

Workforce

PI Code & Short Name	Ownership Portfolio Owners	Q2 2025/26			Trend compared to previous quarter	Quarterly Status	Latest Note
		Value	Target	Year to Date			
LI006 Working Days Lost Due to Sickness Absence (rolling 12-month total)	Leader of the Council	13.45 days	9.00 days	11.77 days	⬇	🛑	Sickness absence has increased due to several long-term illnesses occurring in

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

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Gedling Borough Council

Report to Cabinet

Subject:	Leisure Management Options Appraisal - Future Delivery Model for Gedling Borough Council Leisure Services
Date:	19 November 2025
Author:	Tom Fletcher, Leisure and Wellbeing Transformation Programme Manager

Wards Affected: All Wards

Purpose

The purpose of this report is to present the findings of the Leisure Management Options Appraisal (October 2025) set out in Appendix A, and to seek Cabinet approval for the preferred management model for Gedling Borough Council's leisure services.

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.

Recommendation(s)

THAT:

1) **Cabinet notes the findings of the Gedling Borough Council Leisure Management Options Report.**
2) **Cabinet approves the preferred option to retain its leisure services under an in-house management model, delivered directly by the Council.**

1 Background

1.1 This work forms a key stage in the delivery of the Council's Leisure and Transformation Programme and is underpinned by the evidence and direction established through:

- The Strategic Outcomes Planning Model (SOPM), completed in 2023.
- The Gedling Borough Council Leisure Strategy 2025, which defines the future facility network and investment priorities; and
- The Carlton Active Business Case, which sets out the capital and operational plan for the replacement of Carlton Forum Leisure Centre with a new Leisure, Wellbeing and Community Centre at the Richard Herrod site.

Together, these documents provide the strategic and financial framework for transforming Gedling Borough Council's leisure offer into a sustainable, inclusive, and modern portfolio.

The management options appraisal provides the final recommendation on the most suitable operating model to manage that portfolio during and after transformation.

1.2 Gedling Borough Council's first Leisure Management Options Appraisal was undertaken as part of the Strategic Outcomes Planning Model (SOPM) completed by Max Associates in July 2023. The SOPM provided the initial case for change and assessed alternative management models for the Council's leisure portfolio. Its findings were considered by Cabinet in July 2024 and informed the subsequent decision to progress feasibility work on a replacement for Carlton Forum Leisure Centre and the Richard Herrod Centre (now known as Carlton Active). That decision approved resources of £500,000 to take the project up to RIBA Stage 2 and marked the formal launch Gedling Borough Council's Leisure Transformation Programme.

1.3 The July 2023 SOPM Options Appraisal evaluated three main management routes. In-house, Local Authority Trading Company (LATC) and External Contractor against criteria covering finance, risk, governance, service quality and strategic alignment

1.4 Although the External Contractor option offered the largest potential saving at that time, it was recognised that sector conditions and government policy were evolving rapidly and therefore no decision was made regarding alternate management arrangements. However, as part of the Council's ongoing Leisure Transformation programme, it was proposed that management arrangements should be revisited once the wider transformation work and Carlton Active feasibility were more advanced.

1.5 Max Associates have been commissioned by Alliance Leisure, who are appointed to the UK Leisure Framework, and contracted by Gedling Borough Council, to refresh the 2023 SOPM and produce a new Leisure Strategy.

1.6 On 25 September 2025 Cabinet considered the Leisure Transformation Report, which brought together the updated work of Max Associates, namely a new Leisure Strategy, SOPM and RIBA Stages 0-1 feasibility work for a new Carlton Active facility.

1.7 This Cabinet report considers an updated Leisure Management Options Appraisal compiled by Max Associates. The purpose of this work was to revisit the 2023 analysis considering:

- Progress made through the Leisure Transformation Programme.
- Development of the Leisure Strategy 2025 and its focus on Carlton and Arnold as strategic hubs.
- Requirements of the Medium-Term Financial Plan.
- Implications of the 2023 HMRC VAT ruling, which has materially improved the financial position of in-house leisure management.
- The inclusion of the leisure sector's new Agency Model.

1.8 This report presents the findings of that updated review and seeks approval of the preferred management model for Gedling Borough Council's leisure services. The outcome will ensure that operational arrangements remain financially sustainable, strategically aligned with the leisure transformation programme, and capable of supporting delivery of Carlton Active and the wider leisure network.

1.9 Leisure Management Options Report

The Council currently delivers its leisure services through an in-house management model. The updated appraisal reviewed whether this approach continues to provide best value and strategic alignment to the council's leisure transformation programme when compared with three alternative delivery structures. The four options assessed were:

- **Option A - In-house Management:** The Council continues to operate leisure services directly as at present.

- **Option B - Local Authority Trading Company (LATC):** Establishing a wholly owned subsidiary company to deliver leisure services on behalf of the Council.

- **Option C - External Contractor:** Transferring operation to an independent leisure operator through a formal procurement and contract agreement.

- **Option D - Agency Model:** A relatively new hybrid arrangement developed by national leisure operators since 2023. Under this model, the operator manages the facilities as an agent for the Council. The Council retains income and expenditure responsibilities but benefits from the operator's management expertise, purchasing power and systems. The structure is designed to preserve the Council's non-business VAT status while drawing on private-sector delivery capacity. However, it is still in early implementation nationally and carries legal and financial uncertainty should HMRC's guidance change.

1.10 The evaluation framework used in 2025 built upon the structure used in 2023 but was updated to reflect Gedling Borough Council's current strategic priorities and financial position. Weightings were revised in consultation with officers to ensure alignment with the:

- Leisure and Wellbeing Transformation Programme
- Leisure Strategy 2025
- Medium-Term Financial Plan (MTFP)
- Gedling Plan 2023-2027

The updated weighting increased emphasis on strategic alignment, governance and control, and financial sustainability, recognising the importance of maintaining flexibility and accountability through a major period of capital development.

1.11 Each model was appraised against eight criteria and weighted accordingly, as set out in Table A below.

Table A: Evaluation Criteria		Weighting
Delivery of strategic outcomes	Able to understand the community within which the organisation is working to deliver the strategic outcomes of the Council, including: increased usage and participation and working in partnership with communities and partners to deliver strategic outcomes.	15%
Quality of service and Customer satisfaction	How well will services be planned, developed and delivered to improve/maintain quality services. Ability to create high levels of customer satisfaction throughout all areas of service delivery.	15%
Council Influence and Control	Degree to which the option enables the Council to influence services on a day-to-day basis.	5%
Risk/sustainability	Ability to manage financial risk and the organisation is sustainable in the long term. Level of risk that can be transferred.	10%
Risk / operations	Ability to manage day to day operational risk of complex leisure centres/services. Effective asset management. The degree to which the facilities and services will be protected. Can effectively collect, record, monitor and report on performance data to inform decision making process. Decision making - ability to implement changes efficiently and effectively.	10%

Staffing	Degree of impact on local employment, impact upon staff terms and conditions, future opportunities for staff development.	5%
Revenue Implications and Value for Money	Ability to maximise revenue, through performance and / or governance structure. Ability to effectively manage expenditure and costs. Ability to reduce the net cost of the service. Ability to demonstrate and deliver value for money	30%
Capital resources	Ability to generate capital investment, attract external investment and support the design, build and mobilisation of new / re-developed facilities	10%
Total		**100%**

1.12 The appraisal confirmed that the financial and legislative context has changed significantly since 2023. The 2023 HMRC VAT ruling (Revenue and Customs Brief 3 (2023) now allows local authority leisure services to be treated as non-business activity, providing the same VAT advantages previously exclusive to external trusts or contractors. This materially improves the financial case for remaining in-house by eliminating historic VAT inefficiencies. This change significantly reduces the differential between in-house and outsourced models that was identified in the original 2023 SOPM analysis

1.13 **Option A - In-house Management**

The in-house model allows the Council to maintain full strategic oversight and direct control of budgets, staffing, pricing and service priorities. It enables strong alignment between leisure delivery and the Council’s wider health, wellbeing and carbon-reduction objectives. Following the VAT changes, and the improved performance of the current service, in-house operation now achieves an improved net financial position to an external contract once central support costs are considered, while avoiding the procurement and transition costs associated with outsourcing. The Council retains flexibility to respond quickly to local needs and policy developments, supported by existing governance frameworks and financial systems. All operational and financial risk remains with the Council, but these are well understood and managed through established controls.

1.14 **Option B - Local Authority Trading Company (LATC)**

A LATC would create a separate company, wholly owned by the Council, to operate the service. This can offer a more commercial approach and brand independence but introduces greater complexity. Set-up costs for legal, HR, IT and governance arrangements are estimated at around £500,000. The LATC would also incur irrecoverable VAT on some supplies, limiting financial advantage. Although a shareholder agreement could align the company with Council priorities, additional oversight would be required, and administrative burdens would increase. For

Gedling's relatively small portfolio, the LATC model would add cost and bureaucracy without delivering proportionate benefit.

1.15 **Option C - External Contractor**

The external contractor model involves the Council procuring a specialist leisure operator to manage facilities under a long-term contract. While this option achieved the highest financial score in 2023, projected savings have since diminished. The updated modelling shows minimal additional benefit once procurement costs, inflation and the VAT changes are considered. This approach would limit local flexibility, as variations to programming or pricing would require contractual change, and would introduce a lengthy procurement period with significant professional fees. Given the Council's emphasis on strategic control and community accountability, this model is not considered appropriate for Gedling currently.

1.16 **Option D - Agency Model**

The Agency Model is a relatively new hybrid structure that has developed in the public leisure sector since 2023. It seeks to combine the benefits of in-house and outsourced management by allowing councils to retain the VAT advantages of direct provision while drawing on a private operator's expertise. Under this arrangement the Council remains the legal operator, retaining all income and expenditure within its accounts. A leisure operator is appointed to act as the Council's agent, managing day-to-day operations and providing access to national procurement frameworks, digital platforms and professional support. The operator receives a fixed management fee, sometimes linked to performance, but does not carry the full commercial risk. Strategic decisions, policy and pricing remain under Council control.

For councils, this approach can offer access to commercial skills and efficiencies without full externalisation. Operators benefit from a stable management-fee income and a low-risk contractual relationship. However, the model remains largely untested nationally, with only a small number of early adopters. Because income and expenditure remain with the Council, little genuine risk transfer occurs. The arrangement introduces additional legal and governance complexity and depends on continued HMRC recognition of the VAT position.

1.17 **Recommended Option – In-house**

The Max Associates appraisal applied weighted scoring across eight evaluation criteria including strategic alignment, financial sustainability, risk, control, quality, workforce, and ability to deliver health and wellbeing outcomes.

The in-house management model achieved the highest overall score of 86%, demonstrating the strongest performance across both financial and strategic categories. The external contractor model scored 81%, reflecting a good level of capability but lower overall alignment with the Council's priorities and reduced flexibility.

The Local Authority Trading Company (LATC) option scored 73%, primarily due to higher implementation costs, governance complexity, and the additional administrative burden associated with establishing a separate legal entity.

Taking all factors into account, the appraisal concludes that the Council's existing in-house management model remains the most effective, efficient and strategically aligned arrangement. It delivers financial performance equivalent to or better than other options following the VAT changes, while preserving local accountability, flexibility and service quality. The in-house model is fully consistent with the Leisure Strategy 2025 and Leisure and Wellbeing Transformation Programme, enabling the Council to manage the transition to a modernised leisure estate and deliver the MTFP's financial targets. It also supports workforce stability, partnership working and the Council's commitments to inclusion and carbon reduction.

1.18 It should be noted that the Leisure Strategy, includes the recommendation for Calverton Leisure Centre to retain the existing facility for community use but seek an opportunity to work with local partners and national Governing Bodies to explore new delivery models that remove the Council's financial subsidy. Part of this rationale is to support the ongoing reduction of the Council's leisure subsidy to support the MTFP and also the case for borrowing to fund future capital investment to protect leisure provision in the Borough. While the Council retains its in-house service as preferred option for the service, it will continue to explore options to support the sustainable future delivery of leisure provision for the Calverton area.

2 Proposal

2.1 It is proposed that:

1) Cabinet notes the findings of the Gedling Borough Council Leisure Management Options Report.
2) Cabinet approves the preferred option to retain its leisure services under an in-house management model, delivered directly by the Council.

3 Alternative Options

3.1 Cabinet could appoint an External Contractor to operate the Council's leisure facilities under a conventional management contract. The appraisal identifies an estimated annual total cost of £1,437,108, which is £96,098 higher than continuing in-house at £1,341,010. While an external contract could transfer some operational risk and take advantage of national buying power, the financial modelling indicates that the anticipated savings have reduced considerably since the 2023 appraisal. Procuring and mobilising an external contract would also require approximately £140,000 in one-off professional and due-diligence costs, including legal work on leases, project management and surveys, together with ongoing client-side contract-management costs. When these costs are added, the external contractor model would be more expensive than continuing with in-house management and would reduce the Council's ability to control pricing, programming and community access. Cabinet could externalise the service under this arrangement, but the disadvantages now outweigh the potential benefits. In addition, in the context of Local Government Reorganisation, entering into a long-term external contract may limit flexibility. It could be more difficult to unwind or realign this model to suit the legacy arrangements of other councils or to develop a new delivery model for a future unitary authority.

3.2 Cabinet could establish a Local Authority Trading Company, which would create a separate entity wholly owned by the Council to operate the leisure service. This approach could, in theory, provide a more commercial culture and separate branding for the service. However, the Leisure Management Options Report identifies significant one-off establishment costs of approximately £562,000, together with ongoing administrative and audit costs of £60,000–£80,000 per year. The financial modelling shows that the LATC would operate at a higher overall cost than the current in-house arrangement, offering limited added value for Gedling's size and scale of operation. In the context of Local Government Reorganisation, this model may also present challenges. LATCs are distinct entities with their own governance and contractual structures, which can be difficult to unwind or integrate with other councils' legacy arrangements. If a new unitary authority is formed, aligning multiple LATCs or transitioning to a unified delivery model could involve complex legal, financial and operational restructuring. This may reduce flexibility and increase transition costs compared to directly managed service models.

3.3 Cabinet could alternatively appoint an External Contractor operating through an Agency Model. Under this structure, the Council would remain the legal operator of its leisure services, retaining all income and expenditure within its accounts, while an external contractor would manage the facilities as the Council's "agent." This model aims to preserve the Council's VAT advantages while utilising the contractor's expertise and national procurement networks. In the context of Local Government Reorganisation, all externalised model arrangements may present challenges. Long-term contractual structures can be more difficult to unwind or adapt, particularly where future authorities inherit a mix of legacy delivery models. This could limit flexibility in aligning leisure services across a new unitary authority or in designing a unified delivery approach that reflects broader strategic priorities.

Retaining an in-house model offers greater flexibility to adapt leisure services to future governance structures. It simplifies integration with other councils' legacy arrangements, avoids contractual lock-in, and supports strategic alignment of future leisure services

3.4 The appraisal projects a total annual cost of £1,169,760 under this model, representing a gross saving of £171,250 compared with in-house operation. However, the analysis notes that this saving would be significantly reduced by approximately £120,000 per year if the Employment Rights Bill is enacted, as this would remove the two-tier workforce savings assumed within the model. This would leave an estimated net saving of only £50,000 per year. In addition, the Agency Model introduces substantial contractual and governance complexity, requiring bespoke legal documentation and specialist VAT advice. Cabinet could adopt this approach, but the small financial advantage is outweighed by the cost and complexity of implementation and the uncertainty created by potential legislative changes.

3.5 Cabinet could review alternative models again in the future if market conditions, VAT legislation or sector policy materially change. However, based on the evidence currently available, maintaining in-house management provides the best balance of cost, risk, control and strategic alignment for Gedling Borough Council at this time.

4 Financial Implications

4.1 The Leisure Management Options Report (October 2025) identifies the current 2024/25 in-house net cost of operating Gedling Borough Council’s leisure service as £1,341,010. This figure comprises a direct service subsidy of £956,958 together with £384,052 of retained Council central support costs. These total forms the baseline for comparison across all alternative management models. The appraisal confirms that, under any externalised model, the Council would continue to incur its existing £384,052 of central costs, meaning that only a proportion of total expenditure is capable of reduction through a change of management model.

4.2 The appraisal’s Revenue Position Summary set out in Appendix A, table 12 sets out the indicative annual costs to the Council under each management model. The External Contractor (non-agency) option shows a projected cost of £1,437,108, which is £96,098 higher than the in-house model. The External Contractor (agency) option performs more favourably at £1,169,760, equating to a theoretical saving of £171,250 per year. The Local Authority Trading Company (LATC) models are less advantageous, with the LATC (non-agency) costed at £1,584,061, around £243,051 more than in-house, and the LATC (agency) showing a marginal saving at £1,316,713, or £24,297 less than in-house.

4.3 The report highlights that only the External Contractor operating through an agency-style agreement is capable of delivering a gross saving compared with the in-house position, and even then, the benefit is limited. The forecast saving of approximately £171,000 per annum would reduce significantly if the proposed Employment Rights Bill is enacted, as this would remove the ability to apply two-tier workforce savings. The report estimates that such a change would reduce the net saving to approximately £50,000 per year. the report identifies substantial one-off costs associated with implementation. The procurement and mobilisation of an external contractor would require around £140,000 in professional and due-diligence costs, including legal work on leases and specialist procurement advice. Establishing a LATC would involve set-up costs of approximately £562,200, covering incorporation, legal, HR activity, ICT migration, branding, mobilisation staffing and contingency. The appraisal also notes that an agency-style LATC contract would require additional legal and VAT advisory input, introducing further cost and complexity.

4.4 The External Contractor Agency Model approach, while offering the most favourable revenue line of the external models, assumes the operator receives a management fee in the region of £786,000 under an agency agreement because of VAT treatment. This arrangement introduces significant contractual and governance complexity and depends heavily on the continuation of the 2023 HMRC VAT interpretation, which remains relatively untested nationally. Any future change in that ruling could eliminate the financial advantage of the agency structure. There is a recognised risk that HMRC could in future determine that income or management arrangements under such a model do not qualify as non-business activity. Any such change or challenge could eliminate the financial advantage entirely and expose the Council to additional VAT liability or compliance risk.

4.5 Table B below summarises the detailed financial analysis undertaken as part of the Leisure Management Options Appraisal. It compares the estimated annual and one-off costs of each management model, highlights the variance from the current in-house position, and notes the key financial, operational and resourcing implications associated with each option.

Management Model	**Estimated Annual Operating Cost**	**Central Costs Retained (£)**	**Total Annual Cost to GBC (£)**	**Set up Costs (£)**	**Variance to In-House (£)**	**Notes**
In-House (Preferred option)	956,958	384,052	1,341,010	–	–	• VAT-efficient and cost-effective. • Retains full control over operations and community priorities. • Enables reinvestment of savings into the service. • Avoids TUPE, procurement or

						legal complexity. - Council retains all operational and financial risk. - Requires ongoing internal commercial improvement focus. - Any savings can be reinvested directly into the service. - Yearly growth forecast of inhouse service is forecasted above assumptions of other options in report.
External Contractor	1,053,057	384,052	1,437,108	140,000	+96,098	- Access to national operator expertise, systems and economies of scale. - Some transfer of operational risk to contractor. - Reduced flexibility and responsiveness to local needs. - Requires full TUPE transfer of staff. - Potential service disruption during mobilisation.

						• Would require significant legal, HR and procurement input. • 12-18 months to procure • Increased workload for HR, Legal and Procurement teams to manage TUPE, tendering and due diligence. • May need to outsource HR to support Tupe • Extra Leisure Transformation capacity may be needed to support procurement. • Contract and lease drafting under Public Contracts Regulations 2015 would need specialist resource. • Ongoing client-side monitoring capacity required.
External Contractor - Agency Model	785,708	384,052	1,169,760	140,000 Legal and Tax advice	-171,250	• Access to external leisure management expertise. • Complex and largely untested nationally.

				70,000-100,000		• Dependent on HMRC maintaining current VAT position. • Employment Rights Bill could remove workforce savings down to £50,000 • Requires TUPE transfer of staff. • Adds significant legal, HR and VAT complexity. • Specialist legal and tax advice required (£70,000-100,000). • Additional internal capacity needed for HR, Finance and Legal oversight. • Compliance risk under Subsidy Control and VAT rules.
LATC (non-agency)	1,200,009	384,052	1,584,061	562,200	+243,051	• High set-up and ongoing administrative costs £60,000-£80,000 • Requires new governance, audit and reporting structures. • Complex HR and legal

						processes for TUPE and company establishment. - Minimal financial benefit for Gedling's scale of operation. - Additional management and oversight burden. - Significant demands on Legal, Finance and HR for company formation. - Governance and audit obligations increase bureaucracy. - Limited return on investment; unlikely to achieve meaningful savings.
LATC - Agency Model	932,661	384,052	1,316,713	562,200	-24,297	- Ongoing administration and audit costs: £60,000-£80,000 per year. Minimal long-term financial benefit once establishment and running costs are factored in. - Requires TUPE transfer of staff to the new entity.

						- Increased demand on HR, Legal and Finance teams during mobilisation. - Ongoing administrative burden with separate payroll, insurance, and systems management. Risk that the small saving is eroded by inflation or additional overheads. - Significant resource needed for company formation, articles of association, and shareholder agreements; compliance with Companies Act 2006 and Subsidy Control Act 2022. - Full TUPE transfer required; staff consultation and pension admission agreements needed. - New accounting framework,

						VAT registration, and annual audit process required. • Establishing and managing a LATC would place heavy strain on internal corporate support services at a time when capacity is already limited. • Risk of duplication, loss of efficiency, and blurred accountability between the company and Council.

5 Legal Implications

5.1 Cabinet could lawfully pursue any of the management models identified in the Leisure Management Options Appraisal (October 2025). Establishing a Local Authority Trading Company (LATC) would require incorporation under the Companies Act 2006, shareholder and governance documentation, and registration for VAT and PAYE.

5.2 Procuring an External Contractor would need to comply with the Procurement Act 2023 and involve the preparation of a full contract specification, lease and licence documentation, and TUPE consultation and transfer. Any Agency Model or hybrid arrangement would require bespoke legal drafting and specialist VAT and tax advice to ensure compliance with HMRC guidance.

5.3 Under all externalised models, existing leisure staff would transfer to a new employer under the Transfer of Undertakings Protection of Employment Regulations 2006 (TUPE) on their existing terms and conditions. Retaining in-house management would avoid the uncertainty, risk and potential cost associated with a TUPE transfer.

5.4 The proposed Employment Rights Bill, currently before Parliament, would remove the two-tier workforce provisions that allow differential terms for new starters. This legislative change would reduce the financial advantage assumed within external contractor and agency models and could increase staffing costs if the service were externalised in future

5.5 Externalisation would further require the Council to grant new property leases or licences for its leisure centres, with associated legal and valuation costs, and to enter into data-sharing and processing agreements to maintain compliance with the UK GDPR and Data Protection Act 2018 for customer and membership information.

5.6 Any move to external or LATC operation would also need to comply with the Subsidy Control Act 2022, ensuring that any support provided by the Council such as premises, utilities or capital investment does not constitute an unlawful subsidy.

5.7 Retaining an in-house service will require no new legal consideration and will mean a continuation of the current service model.

6 Equalities Implications

6.1 The Leisure Management Options Report (October 2025) confirms that all the management models considered could be implemented in a way that complies with equality legislation, provided appropriate policies and monitoring are maintained. However, the in-house management model offers the greatest ability for the Council to ensure that equality and inclusion objectives are embedded directly within day-to-day operations, pricing policies and community programmes. Retaining direct in-house management enables the Council to continue providing accessible, affordable opportunities for physical activity and wellbeing, particularly for groups at higher risk of inactivity

6.2 Externalising the service could, in principle, maintain similar outcomes through contractual requirements. However, the appraisal identifies that these models would reduce the Council’s direct control over concessionary pricing, targeted programming and community engagement

6.3 There is no adverse equality impacts identified as a result of the recommendation to continue with in-house management. The proposed approach strengthens the Council’s ability to meet its Public Sector Equality Duty by retaining direct responsibility for ensuring that leisure services remain inclusive, accessible and affordable to all sections of the community.

The in-house model also enables the Council to retain direct responsibility for workforce equality and diversity. Externalisation could transfer staff to a new

6.4 employer under TUPE, limiting the Council's influence over pay equity, training and inclusive recruitment practices.

7 Carbon Reduction/Environmental Sustainability Implications

7.1 The in-house model allows the Council to retain full control of energy-management initiatives, building investment and operational behaviour changes across its facilities. This approach ensures that decisions on capital investment and building improvements are fully aligned with the Council's Carbon Management Plan and its Climate Change and Sustainability Strategy 2022-2030.

7.2 Externalisation through a contractor, LATC or agency model could achieve similar outcomes through contractual obligations but would reduce the Council's direct influence over investment decisions, energy procurement and performance reporting.

7.3 In-house model allows the Council to embed sustainable procurement practices, promote green travel initiatives for staff and customers, and integrate health and wellbeing objectives with environmental goals.

8 Appendices

8.1 Appendix A – Leisure Management Options Report

8.2 Appendix B Equality Impact Assessment

8.3 Appendix C Climate Impact Assessment

9 Background Papers

9.1 Strategic Outcomes Planning Model

9.2 Leisure Strategy 2025

9.3 General Fund Revenue Budget 2025/26

9.4 Carbon Management Strategy

10 Reasons for Recommendations

10.1 Cabinet should note that the Leisure Management Options Report demonstrates that all alternative management models are less financially beneficial than the current in-house arrangement, with the exception of the External Operator Agency Model, which offers a limited theoretical saving of £171,000 per annum. Once the impact of the proposed Employment Rights Bill, legal and implementation costs are considered, the agency model provides no meaningful financial advantage and introduces greater contractual complexity and risk.

10.2 Cabinet notes that the in-house model provides the strongest alignment with the Leisure and Wellbeing Transformation Programme, the Leisure Strategy 2025, and the Medium-Term Financial Plan (MTFP). It allows the Council to reinvest efficiency savings directly into service improvements and capital priorities such as Carlton Active, supporting both financial sustainability and delivery of the Council's wider transformation objectives.

10.3 The Recommendations to Cabinet is to approve continuation of in-house management and the development of an improvement plan will ensure that the Council continues to deliver high-quality, inclusive and financially sustainable leisure services. This approach maintains local accountability, supports staff and residents, and provides the most effective platform for achieving the aims of the Leisure Transformation Programme.

Statutory Officer approval

Approved by: Tina Adams
Date: 5th November 2025
On behalf of the Chief Financial Officer

Approved by: Francesca Whyley
Date: 5th November 2025
On behalf of the Monitoring Officer

MAX Associates

Gedling Borough Council

Leisure Management Options Report

CONTENTS

1. INTRODUCTION

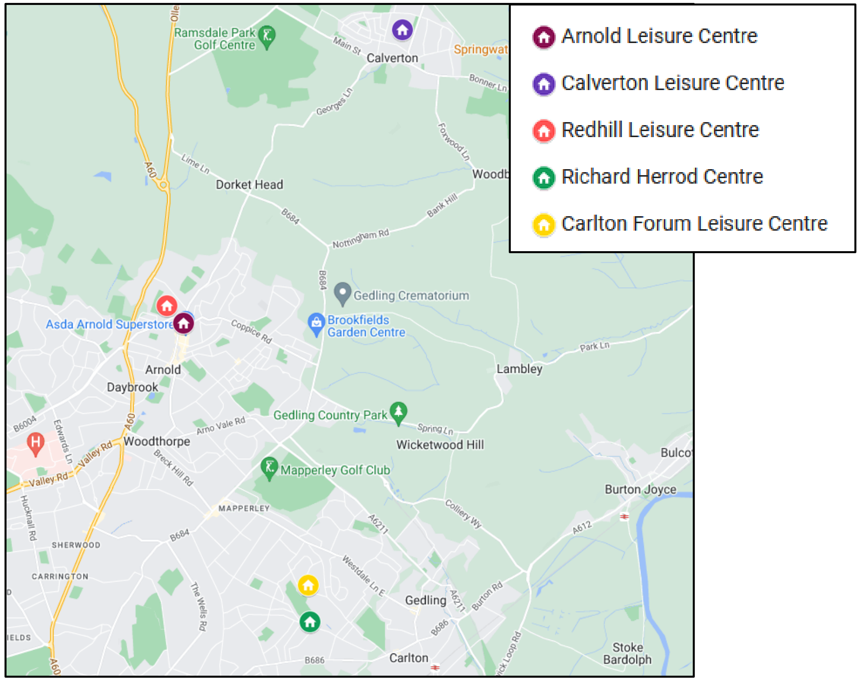
1.1. Max Associates has been appointed to update the management options analysis originally completed in 2023. This is to reflect changes in the leisure sector and also improved performance of the leisure centres over the last two years.

1.2. The Leisure Strategy 2025 provides the context and background to this management options appraisal, including a strategic review, local context and understanding of the area in which the leisure centres operate.

1.3. This appraisal considers all of the Council's existing leisure centres:

- Arnold Leisure Centre
- Redhill Leisure Centre
- Carlton Forum Leisure Centre
- Richard Herrod Centre; and
- Calverton Leisure Centre.

Figure 1 – Gedling Leisure Facility Locations



1.4. The table below shows the main facility mix of the five leisure centres.

Table 1 – Leisure Facility Mix for Core Leisure Centres

Arnold Leisure Centre	**Redhill Leisure Centre**
• 25m pool • 12m leisure pool • Aqua aerobics	• Gym • Badminton • Exercise classes • All weather pitch
Carlton Forum Leisure Centre	**Calverton Leisure Centre**
• 25m pool • 12m pool • Gym • Sauna and steam room • Sports hall • Exercise classes • Children's parties	• 18m pool • Gym • Sports hall • All weather football pitch • Classes • Children's parties
Richard Herrod Centre	
• Indoor bowls • Sports bar • Events • Venue hire	

1.5. The report has been structured with the following key areas:

- National Picture
- Local management arrangements
- Management models
    - Overview
    - Advantages and disadvantages
- Set up costs and timetables
- Evaluation criteria
- Evaluation of the management options
- Conclusions and recommendations

1.6. The local context and review of current financial performance is contained within the Leisure Strategy 2025.

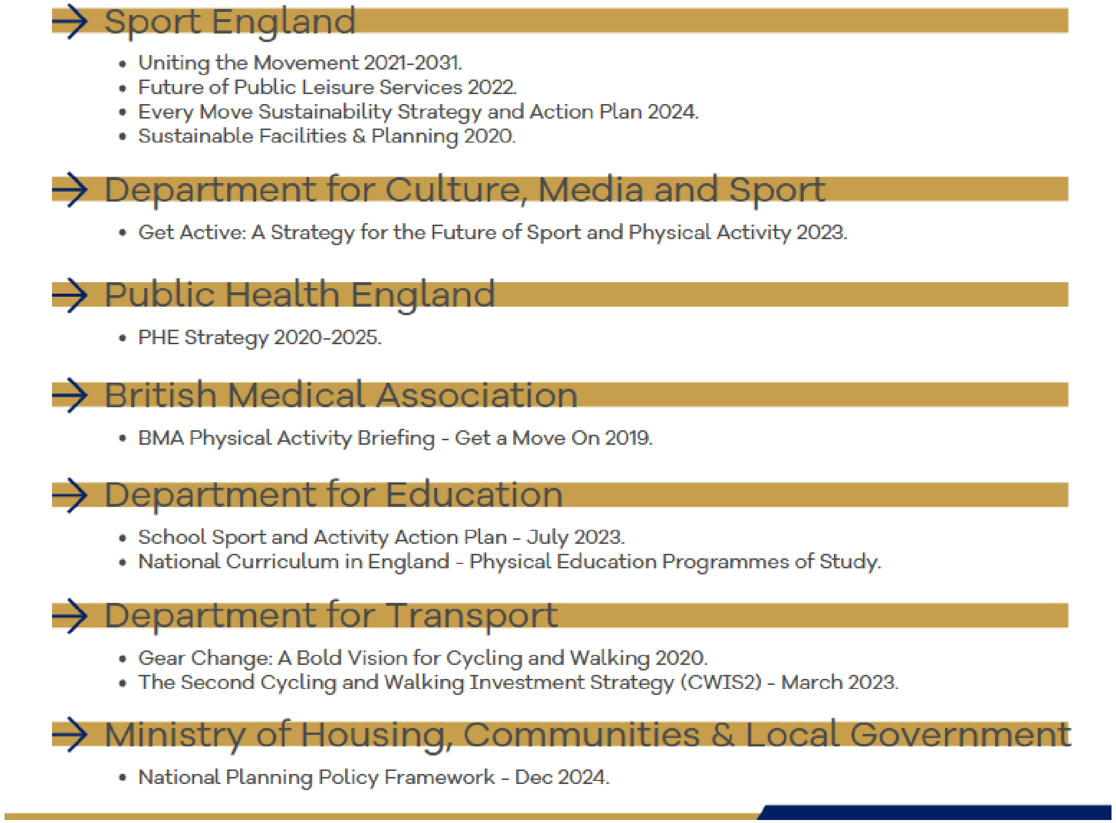
2. NATIONAL PICTURE

2.1. National Strategic Review

2.1.1. Several national strategies and reports are important to consider in shaping local authority active wellbeing services. It is recognised that increasing participation rates in physical activity can have a far wider impact than an individual's physical wellbeing. It spans all sectors, from public health to environmental sustainability, regeneration, and economic growth. The priorities from these strategies have common themes, including connecting communities, inclusivity, improving environmental sustainability, and taking a place-based approach to the delivery of services and investment[1].

2.1.2. In August 2023, the Government released its latest strategy, 'Get Active: a strategy for the future of sport and physical activity', which details the ambition to help build a healthier nation by tackling high levels of inactivity, and by making sure the sport and physical activity sector thrives for future generations. The Government aims to ensure that everyone has the opportunity to be active with a vision to: make sport and physical activity accessible, resilient, fun and fair, for now and the years to come, for the benefit of individuals and the country. The target by 2030 is to see 2.5 million more adults and 1 million more children being classed as active in England.

Figure 2 - National Strategic Review



→ Sport England
- Uniting the Movement 2021-2031.
- Future of Public Leisure Services 2022.
- Every Move Sustainability Strategy and Action Plan 2024.
- Sustainable Facilities & Planning 2020.

→ Department for Culture, Media and Sport
- Get Active: A Strategy for the Future of Sport and Physical Activity 2023.

→ Public Health England
- PHE Strategy 2020-2025.

→ British Medical Association
- BMA Physical Activity Briefing - Get a Move On 2019.

→ Department for Education
- School Sport and Activity Action Plan - July 2023.
- National Curriculum in England - Physical Education Programmes of Study.

→ Department for Transport
- Gear Change: A Bold Vision for Cycling and Walking 2020.
- The Second Cycling and Walking Investment Strategy (CWIS2) - March 2023.

→ Ministry of Housing, Communities & Local Government
- National Planning Policy Framework - Dec 2024.

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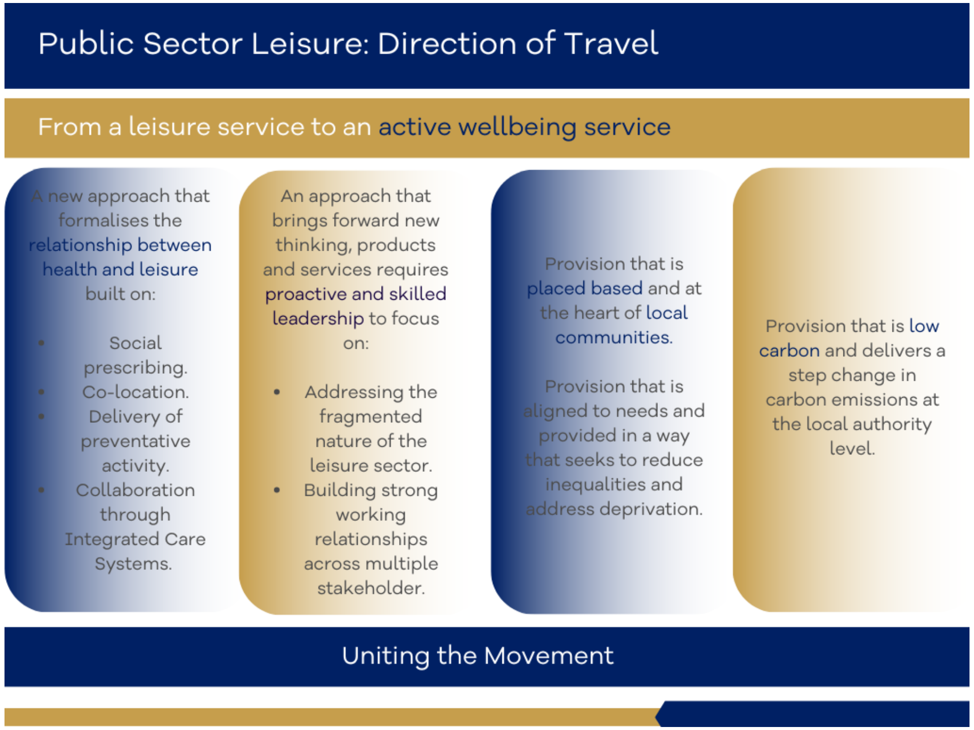
[1] A full list of the strategies and their respective priorities is included in Appendix 1.

2.1.3. The strategy highlights that:

> **"Public leisure provision has an important role to play in contributing to a happier and healthier society. Providing more than just a venue for people to play sport and get active, public leisure and sport facilities also support wider community wellbeing. For the leisure sector to be fit for the future, it needs to be flexible and innovative in adapting to changes in participation habits and in securing investment. This includes consideration within the wider local authority landscape for how it can contribute to improving physical and mental health outcomes for individuals across the community, rather than sometimes just offering an alternative to other gym provision."**

2.1.4. In December 2022, Sport England published its "Future of Public Sector Leisure" report. The report prompts local and national partners to re-examine the purpose of their leisure services and assess whether they are delivering local community outcomes and aligning with broader strategic outcomes, particularly around health and wellbeing. It advocates that local authorities follow its direction of travel.

2.1.5. In November 2023, Sport England announced a £250m investment into their Place Partnership expansion programme. £190m of this funding will be focused on over 100 new places, which have the greatest need. An additional £35m will be invested to strengthen work with existing place partnerships, with a further £25m being made available to create a Universal Offer of key tools and resources, ensuring every area of England can access support. The first tranche of Places was announced in March 2025.



Public Sector Leisure: Direction of Travel

From a leisure service to an active wellbeing service

A new approach that formalises the relationship between health and leisure built on:

- Social prescribing.
- Co-location.
- Delivery of preventative activity.
- Collaboration through Integrated Care Systems.

An approach that brings forward new thinking, products and services requires proactive and skilled leadership to focus on:

- Addressing the fragmented nature of the leisure sector.
- Building strong working relationships across multiple stakeholder.

Provision that is placed based and at the heart of local communities.

Provision that is aligned to needs and provided in a way that seeks to reduce inequalities and address deprivation.

Provision that is low carbon and delivers a step change in carbon emissions at the local authority level.

Uniting the Movement

Figure 2 - Sport England - Future of Public Leisure Services

2.2. Health of the Nation

2.2.1. The need to increase participation in physical activity is highlighted when looking at the current health profile of England.

2.2.2. England has an ageing population, with many rural and coastal areas ageing at a faster rate and over recent years (Post-Covid), healthy life expectancy at birth has reduced[2].

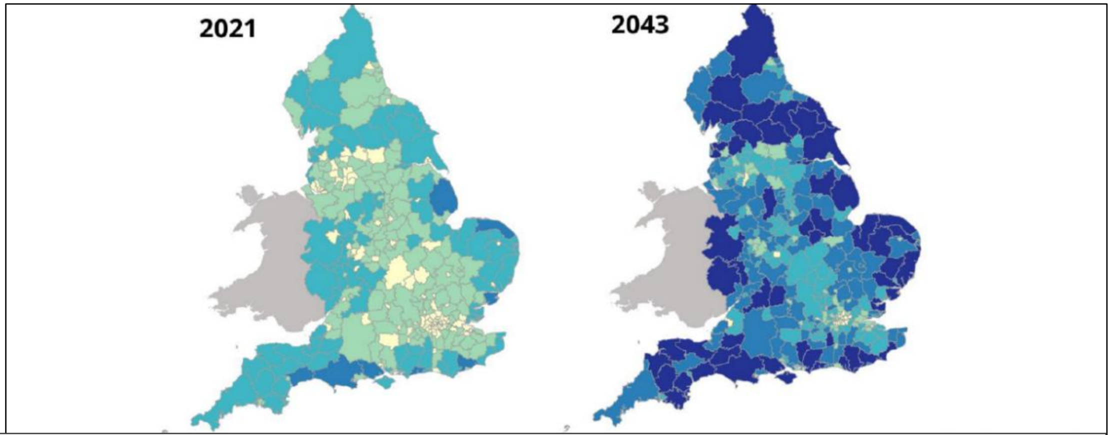
2.2.3. People living with multiple health problems are increasingly common, particularly in people of working age. This includes conditions such as diabetes, heart disease, cancer, mental illness and musculoskeletal conditions, many of which can be positively impacted by increased participation in physical activity.

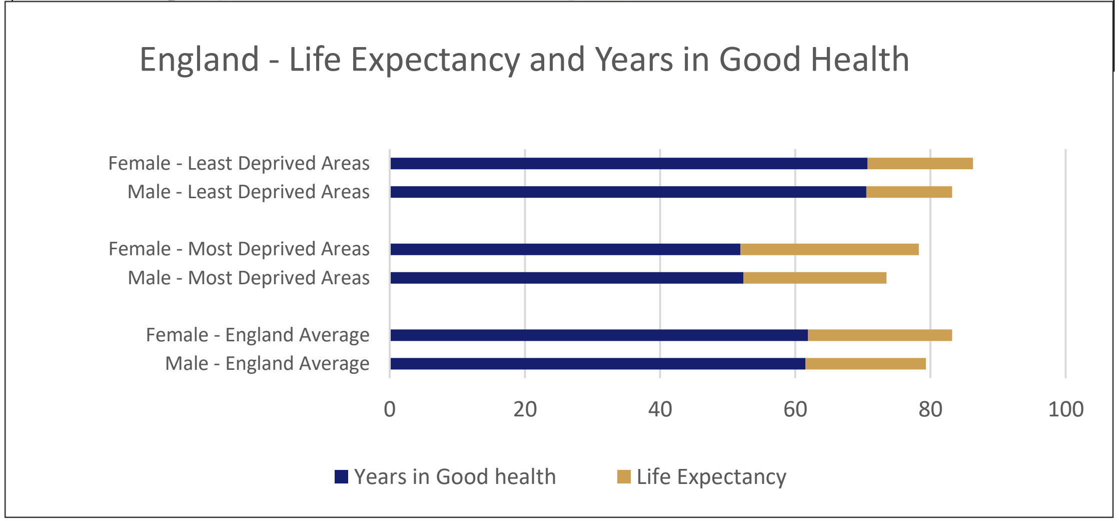
2.2.4. Evidence is also stark when comparing health issues and life expectancy for those living in the most and least deprived areas. The graph opposite[3] demonstrates how those in the most deprived areas have a significantly lower life expectancy than those in the least deprived areas, as well as a considerably lower healthy life expectancy (how many years spent in good health).

2.2.5. Some of the key national statistics for health conditions across England are set out below.

- **64% of adults are overweight (including obesity),** adult obesity prevalence has doubled over the last two decades.
- 35.8% of year 6 children are overweight (including obesity).
- From 2021-2022 to 2022/23, **Type 2 Diabetes registrations rose by c.168k.**
- **982k people are estimated to be living with dementia** in the UK and is projected to rise to 1.4m in 2040.
- **20.3% of 8–16-year-olds had a mental health difficulty** in 2023.
- The rate of emergency hospital admissions for **hip fractures is 547 per 100,000 people.**

Figure 3 - Projected Rise in England's Population Aged 75 and Over





2.3. Benefits of Physical Activity

2.3.1. Data shows there is a strong correlation between regular physical activity and reducing the risk of several health conditions, such as those in Figure 6[4].

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[2] DCMO – Improving Life Expectancy for all through activity and creativity – November 2024

[3] Inequalities in life expectancy and healthy life expectancy | The Health Foundation

[4] UK Chief Medical Officers' Physical Activity Guidelines

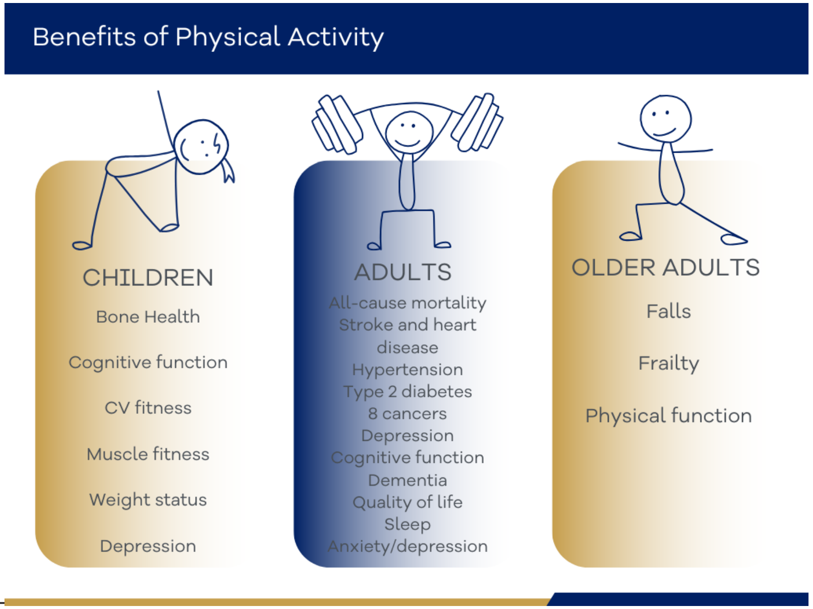
Given the concerning national health statistics, there is an opportunity for active wellbeing to play a critical role in prevention, treatment and rehabilitation.

2.3.2. Additionally, recent research by the Youth Sport Trust[5] shows sports participation in school is associated with higher levels of wellbeing for young people and a significant predictor of self-belief and mental toughness, which are key life skills for young people.

2.3.3. There is also a positive association between activity levels and mental wellbeing in that people who engage in sport and physical activity are less likely to feel lonely.

2.3.4. To achieve the benefits highlighted in Figure 5[6], the following levels of physical activity are recommended by the Chief Medical Office[7].

Figure 5 - Benefits of Physical Activity



Benefits of Physical Activity

CHILDREN
Bone Health
Cognitive function
CV fitness
Muscle fitness
Weight status
Depression

ADULTS
All-cause mortality
Stroke and heart disease
Hypertension
Type 2 diabetes
8 cancers
Depression
Cognitive function
Dementia
Quality of life
Sleep
Anxiety/depression

OLDER ADULTS
Falls
Frailty
Physical function

Figure 6 - Health Impact of Physical Activity

dementia by up to 30%
breast cancer by 20%
hip fractures by up to 68%
cardiovascular disease by up to 35%
depression by up to 30%
type 2 diabetes by up to 40%
all cause mortality by 30%
colon cancer by 30%

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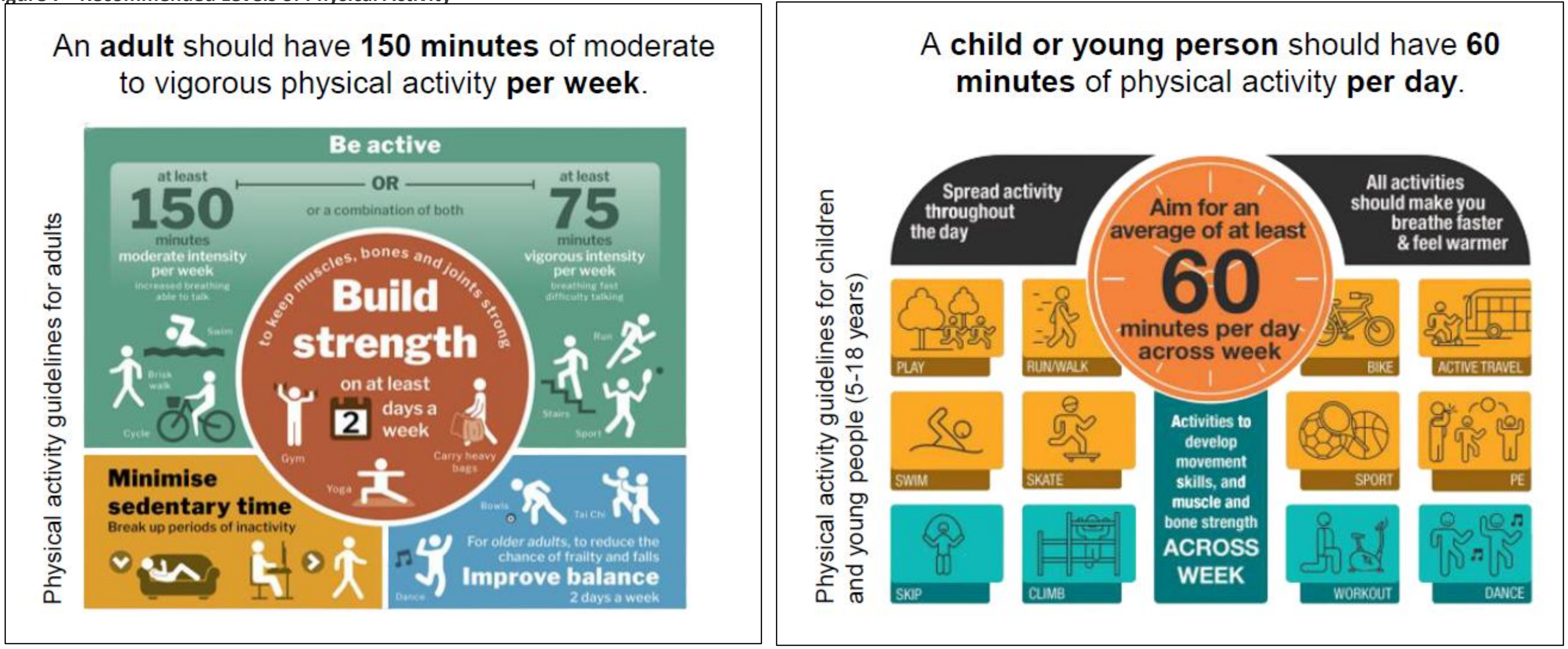
[5] The benefits of sport participation and physical activity in schools - Youth Sport Trust

[6] https://www.gov.uk/government/publications/physical-activity-applying-all-our-health/physical-activity-applying-all-our-health

[7] UK Chief Medical Officers' Physical Activity Guidelines

Figure 7 - Recommended Levels of Physical Activity



An **adult** should have **150 minutes** of moderate to vigorous physical activity **per week**.

A **child or young person** should have **60 minutes** of physical activity **per day**.

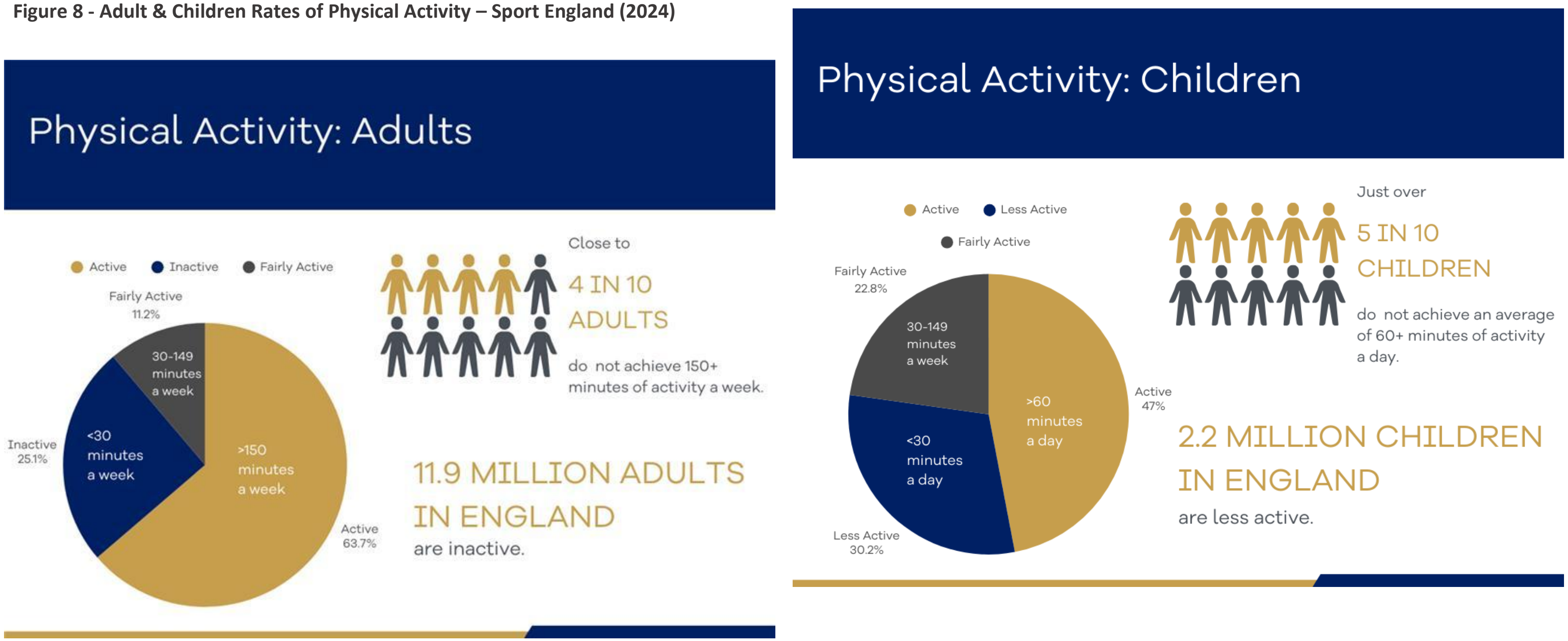
Physical activity guidelines for adults
Be active
at least 150 minutes moderate intensity per week
increased breathing able to talk
OR
or a combination of both
at least 75 minutes vigorous intensity per week
breathing fast difficulty talking
Swim
Brisk walk
Cycle
Run
Stairs
Sport
to keep muscles, bones and joints strong
Build strength
on at least 2 days a week
Gym
Carry heavy bags
Yoga
Minimise sedentary time
Break up periods of inactivity
Bowls
Tai Chi
For older adults, to reduce the chance of frailty and falls
Improve balance
2 days a week
Dance
Physical activity guidelines for children and young people (5-18 years)
Spread activity throughout the day
Aim for an average of at least 60 minutes per day across week
All activities should make you breathe faster & feel warmer
PLAY
RUN/WALK
BIKE
ACTIVE TRAVEL
SWIM
SKATE
Activities to develop movement skills, and muscle and bone strength ACROSS WEEK
SPORT
PE
SKIP
CLIMB
WORKOUT
DANCE

2.4. Physical Activity

2.4.1. The UK population is around 20% less active than in the 1960's and if current trends continue, it will be 35% less active by 2030.[8]

2.4.2. Just over a quarter of all adults aged 16+ in England are classed as inactive, and less than 50% of children are reaching the Chief Medical Officers' (CMO) Guidelines of being active for at least 60 minutes per day[9].

Figure 8 - Adult & Children Rates of Physical Activity – Sport England (2024)



2.4.3. As with health conditions, there are significant inequalities with regard to physical activity participation in the most and least deprived areas.

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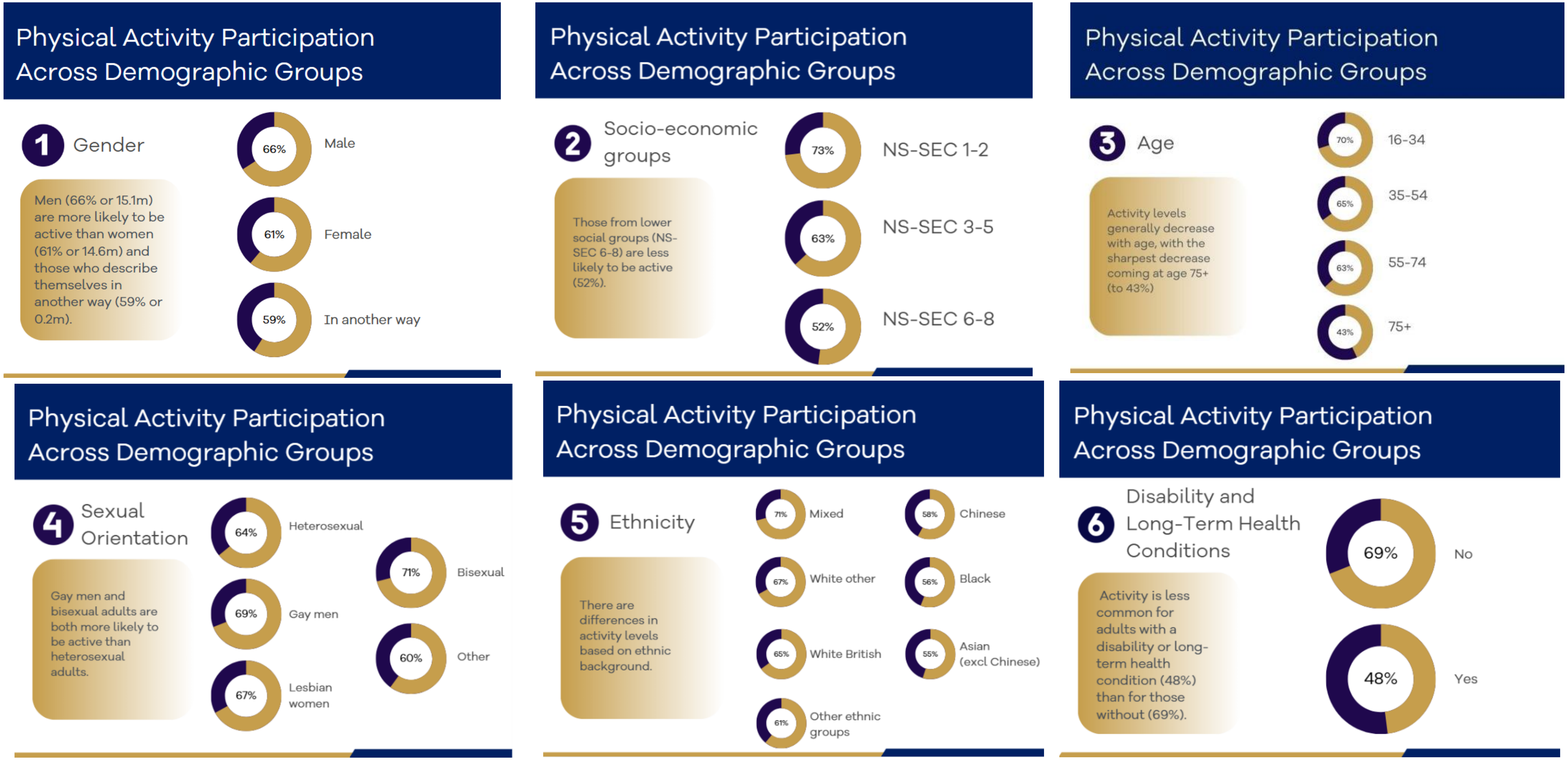
[8] https://www.gov.uk/government/publications/physical-activity-applying-all-our-health/physical-activity-applying-all-our-health

[9] Active Lives | Sport England

2.4.4. However, other demographic factors impact rates of physical activity, including gender, ethnicity and health. Figure 9[10] demonstrates how those aged 75 and over, those who are long-term unemployed or have never worked, those with a disability or long-term health condition, those from ethnic minority groups and women are all likely to be more inactive.

Figure 9 - Physical Activity Participation Across Demographic Groups



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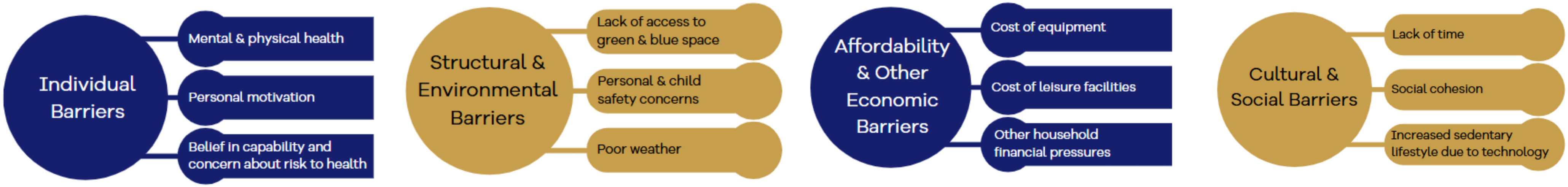
[10] Sport England Active lives Survey 2024

2.4.5. There are a range of barriers that inhibit people from participating physical activity. These barriers can be split into four key themes. Examples are included in Figure 10[11].

Figure 10 - Example Barriers to Physical Activity


Individual Barriers
Mental & physical health
Personal motivation
Belief in capability and concern about risk to health
Structural & Environmental Barriers
Lack of access to green & blue space
Personal & child safety concerns
Poor weather
Affordability & Other Economic Barriers
Cost of equipment
Cost of leisure facilities
Other household financial pressures
Cultural & Social Barriers
Lack of time
Social cohesion
Increased sedentary lifestyle due to technology

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[11] DCMO – Improving Life Expectancy for all through activity and creativity – November 2024

2.5. Wider Impact of Physical Activity

2.5.1. As well as the well-known health benefits, physical activity contributes to wider social, community and economic priorities. Recent Sport England data calculates the total annual social value of sport and physical activity in England to be £107.2 billion[12.]

Figure 11 - Wellbeing Impact of Different Demographic Groups

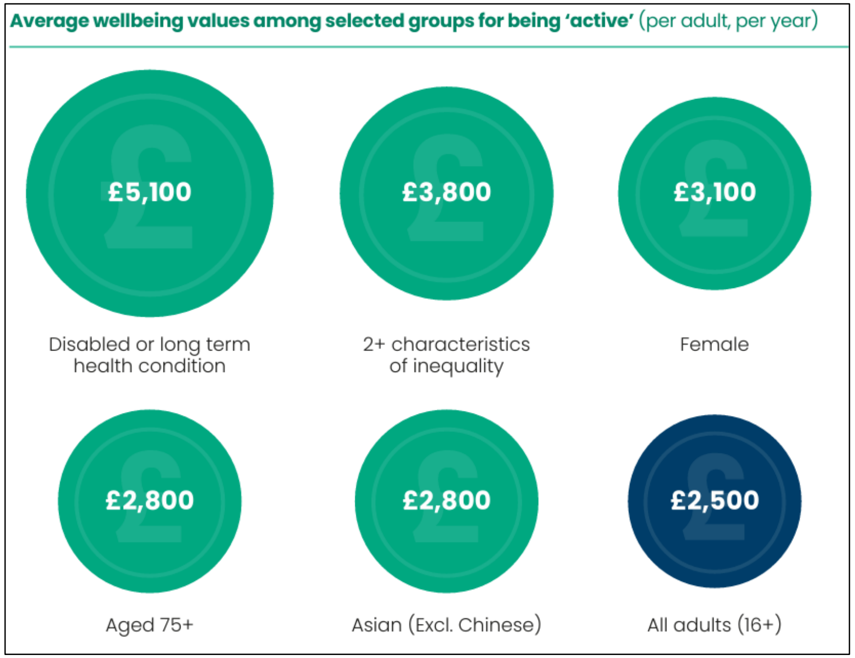
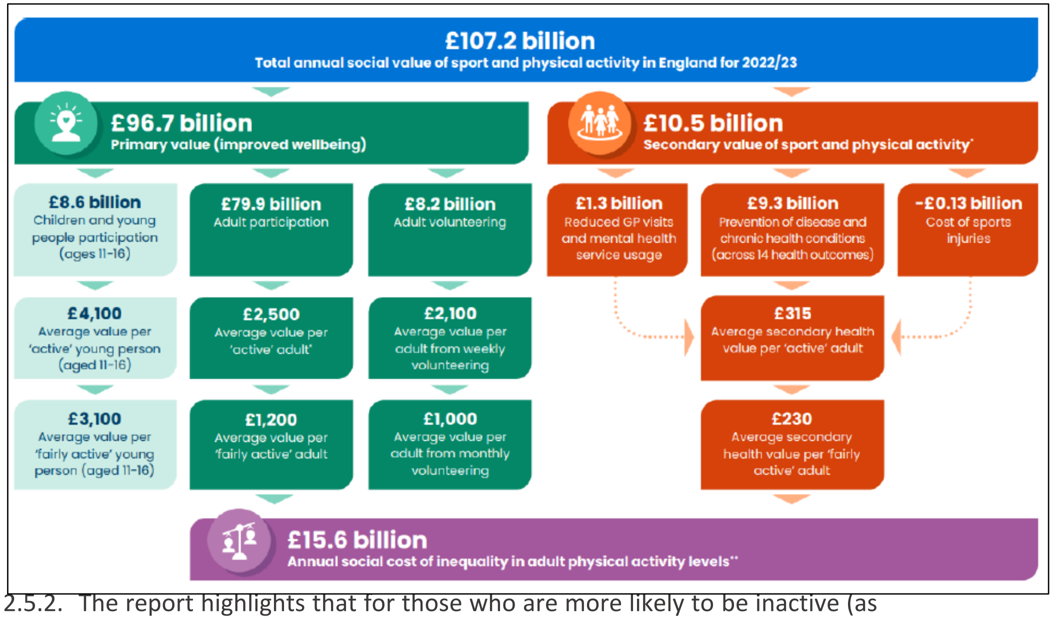


Figure 12 - Social Value Impact of Sport & Physical Activity


£107.2 billion
Total annual social value of sport and physical activity in England for 2022/23
£96.7 billion
Primary value (improved wellbeing)
£10.5 billion
Secondary value of sport and physical activity*
£8.6 billion
Children and young people participation (ages 11-16)
£79.9 billion
Adult participation
£8.2 billion
Adult volunteering
£1.3 billion
Reduced GP visits and mental health service usage
£9.3 billion
Prevention of disease and chronic health conditions (across 14 health outcomes)
-£0.13 billion
Cost of sports injuries
£4,100
Average value per 'active' young person (aged 11-16)
£2,500
Average value per 'active' adult'
£2,100
Average value per adult from weekly volunteering
£315
Average secondary health value per 'active' adult
£3,100
Average value per 'fairly active' young person (aged 11-16)
£1,200
Average value per 'fairly active' adult
£1,000
Average value per adult from monthly volunteering
£230
Average secondary health value per 'fairly active' adult
£15.6 billion
Annual social cost of inequality in adult physical activity levels**

2.5.2. The report highlights that for those who are more likely to be inactive (as set out in 2.4.4), the wellbeing value is significantly higher. The annual social cost of the inequalities in adult physical activity levels is £15.6 billion (across primary and secondary values[13]).

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[12] Sport England – Social Value of Sport Report 2024

[13] Primary Value – direct benefit and value to individuals of improved wellbeing. Secondary Value – The wider value to society, including the state.

2.6. Public Leisure Sector

2.6.1. The current leisure management market is very buoyant. There are considerable management contract opportunities out to tender at present and this is expected to continue throughout 2025 and 2026.

2.6.2. Whilst the externalisation of contracts remains the preferred choice for many Councils, following the changes to VAT treatment in 2023 for in-house delivery, there have been some contracts that have returned to in-house delivery from both local trusts and external contractors. Recent examples include Bournemouth, Christchurch and Poole Council and Stroud District Council. Both Council's already had an in-house offer and the remaining portfolios were brought in-house at the end of their contracts with an external provider. In these examples, the Council's both had strong financial and quality performance at their in-house sites and had an established central resource that could absorb the additional sites. A key factor in the decision-making to bring the centres back in-house was the ability for the Council to have greater control over the type and quality of services delivered to enable the service to better meet strategic priorities.

2.6.3. HMRC VAT Ruling 2023

2.6.4. On 3rd March 2023, new guidance from HMRC was released that confirmed that local authorities' leisure services are provided under a statutory framework and can be treated as non-business for VAT purposes. Therefore, councils can benefit from VAT relief on sporting income, without risk of exceeding their diminimus value.

2.6.5. Previously, local authorities were treated as undertaking business activity if they provided leisure services to members of the public. This treatment was based on the understanding that when local authorities provided leisure services, they were not acting as a public authority.

2.6.6. A local authority acts as a public authority when they're carrying out their statutory public interest activities for the service of the community.

2.6.7. This treatment was challenged by several local authorities and the matter was considered by the courts.

2.6.8. The courts found that local authorities' leisure services are provided under a statutory framework and can be treated as non-business for VAT purposes.

2.6.9. Before a public body, such as a local authority, can treat a supply as non-business, it must be shown that this treatment would not significantly affect competition.

2.6.10. Consequently, HMRC conducted a detailed analysis of the leisure services sector and found that allowing local authorities to treat their supplies of leisure services as non-business would not significantly affect competition.

2.6.11. As a result of this change, local authorities that charged their customers VAT at the standard rate can apply the non-business treatment to their supply of leisure services.

2.6.12. This change excludes:

- catering
- adult or children's clothing
- water bottles
- sporting goods
- items from vending machines
- car parking

2.6.13. The benefit of 'non-business' treatment of income is the ability to recover VAT on related expenditure, but this is not subject to any limitations provided under Section 33 of the VAT Act 1994.

2.6.14. Further details are available here: HMRC-revises-treatment-of-VAT-on-in-house-leisure-services-November-2023.pdf (max-associates.com) and Local Authority Leisure Services – VAT efficiencies and the rise of the agency outsourcing structure - Max Associates.

2.6.15. **Agency Model**

2.6.16. As a consequence of the VAT ruling in 2023, leisure operators have developed agency model structures to offer local authority partners the most financially advantageous contract. Under this structure, the operator manages the services as an Agent for the Council, which essentially removes the irrecoverable VAT costs from the operator that they would incur under their standard company structure. This, combined with their commercial approach and ability to achieve NNDR relief, can offer Council's significant financial savings. However, under this model, if HMRC were to change its position, this would sit as a Council risk (as per Change in Law risk).

2.6.17. The agency model is a relatively new structure for the sector, however, it has now been implemented in a number of contracts, such as London Borough of Hillingdon contract with Greenwich Leisure Ltd (GLL). All of the large leisure operator companies, including Parkwood Leisure, Places Leisure, Freedom Leisure and SLM (Everyone Active) are developing and/or implementing agency agreements with their local authority partners. Where Max Associates has been involved in procurement projects in the last 12 months, some operators are bidding on the basis of an agency model.

2.7. Local Authority Devolution

2.7.1. Proposed structural changes to local government in England were set out in the English devolution white paper published by the UK Government on 16 December 2024. The white paper announced that, where possible, there was a desire for existing two-tier areas (where services are provided by both county councils and district councils) to be reorganised into a smaller number of unitary authorities, where local services are provided by a single authority for at least 500,000 people.

2.7.2. Reorganisation will entail seismic change for local government in two-tier areas. The government has directed a total reorganisation of two-tier local authority areas across the whole country, which will mean the unitarisation of all authorities in county/district local authority areas. It will also mean the boundaries of some unitary authorities will be redrawn. For county and district councils, it will mean they will likely be absorbed into new unitary authorities that will have new powers and responsibilities, i.e. education and social care, that they didn't have any control over before.

2.7.3. For leisure services, where local authorities are merging, it will result in a mixed management approach, with potentially different providers or different models across one unitary authority area.

2.7.4. A new unitary authority will need to consider how the strategic priorities for physical activity and health need to be adapted or developed for the new council area, including how the built facilities meet resident needs and ensure there is equality of access to facilities and services across the council area.

2.7.5. Devolution has potential benefits for leisure services, including greater cross-department working in key areas such as public health and education. However, there are concerns over how leisure will be impacted, particularly with regard to funding, as a non-statutory service.

3. LOCAL MANAGEMENT ARRANGEMENTS

3.1. Map 1, opposite, shows the current management arrangements in neighbouring local authorities.

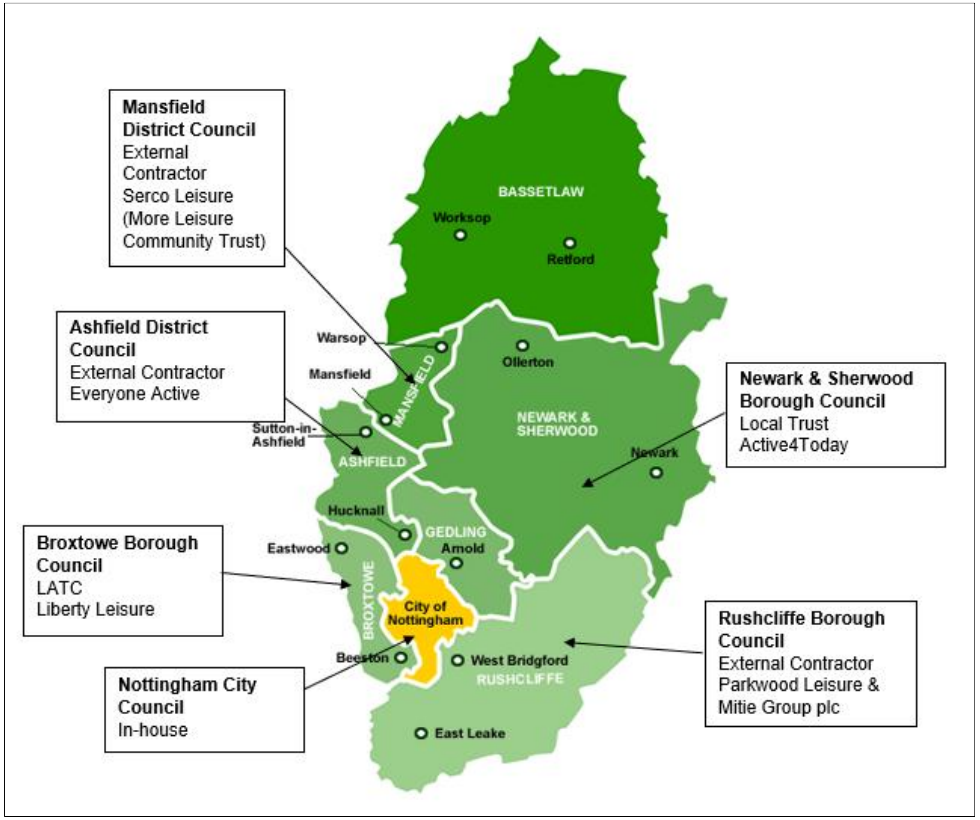
3.2. There is a mix of management models surrounding Gedling, from in-house delivery in Nottingham to local trusts in Broxtrowe and national external contractors in Ashfield, Mansfield and Rushcliffe.

3.3. Given the surrounding management contracts, it is anticipated that there would be significant interest in the Gedling contract should an external contractor be the recommended model.

3.4. Current Leisure Management Market

3.4.1. Following a relatively quiet period for leisure procurement post-Covid, 2023/2024 and 2024/25 saw a significant increase in the number of leisure procurement projects, which has continued in 2025/26. The market is actively pursuing and bidding for new contracts; however, due to the high number of opportunities, the timing of any future procurement (if appropriate) and pre-tender market engagement would be critical to maximise participation.

Map 1 – Local Management Arrangements



Mansfield District Council
External Contractor
Serco Leisure
(More Leisure Community Trust)

Ashfield District Council
External Contractor
Everyone Active

Newark & Sherwood Borough Council
Local Trust
Active4Today

Broxtowe Borough Council
LATC
Liberty Leisure

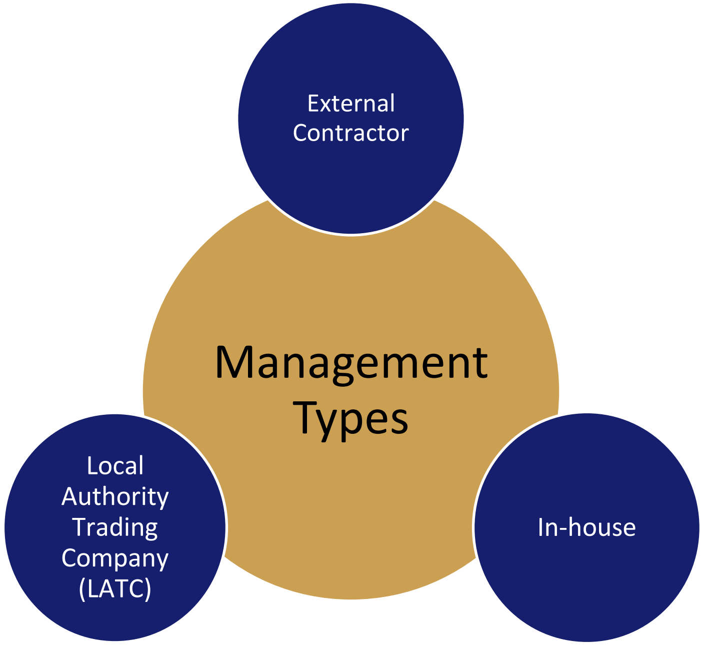
Rushcliffe Borough Council
External Contractor
Parkwood Leisure & Mitie Group plc

Nottingham City Council
In-house

4. MANAGEMENT MODELS

4.1. The management models being explored for the services are set out below. The purpose of this appraisal is to determine which of the following delivery models is best able to meet the Council priorities, financial objectives and service delivery requirements.

Figure 13 - Management Types for Consideration



4.2. Delivery Model Characteristics

4.2.1. The general characteristics for each model are set out below.

4.3. In-house (Current Model)

4.3.1. The services are delivered through direct management of facilities through frontline staff.

4.3.2. The Council has full responsibility for all income and expenditure risk and is responsible for future lifecycle investment and replacement of equipment. With this model, the Council has full control over all aspects of service delivery, including pricing, programming and marketing.

4.3.3. The in-house option allows for full flexibility for delivery and decision making from elected members. Staff can work across the leisure and wellbeing service and with other Council services with ease.

4.3.4. The Council has direct delivery of what is seen as a high-profile service for the community.

4.3.5. The 2023 VAT rulings mean leisure can be treated as ‘non-business’, meaning the Council can benefit from VAT relief on the majority of income. It also has the added benefit of having no irrecoverable VAT costs that external contractors and LATCs have.

4.4. External Contractor

4.4.1. Under this option, the Council would retain strategic control of the service and outcomes via its service specification. The responsibilities of each of the parties are defined within a contract. Specifications are output-based, with the contractor providing method statements which form part of the contract, detailing their approach to achieving the specification requirements and performance outcomes.

4.4.2. The contractor takes a prescribed level of risk. The contractor is normally provided a degree of flexibility in programming, pricing and marketing and is committed to meeting Council objectives; for example, increasing participation and reducing subsidy.

4.4.3. Within the last few years, some contractors have become more risk-averse or are charging premiums where they must accept more risk than they are normally willing to take. Councils are increasingly having to accept a 'shared' risk position in, for example, utility tariffs, building structure (particularly in ageing facilities), buildings insurance, pension contribution rates and change in law.

4.4.4. Contractors typically have experience in delivering and project managing leisure centre investment projects.

4.4.5. Most external operators have governance structures that can lever in NNDR / VAT efficiencies, although the Council needs to be clear where the risk will lie if any NNDR / VAT savings are not realised or are lost during the contract period.

4.4.6. These organisations are commercially focused and able to optimise income generation from leisure facilities, gyms, swimming lessons and group exercise classes. This can enable cross-subsidy to resource community interventions where specified within the contract, or the savings used for direct delivery of these programmes by the Council.

4.4.7. Larger multi-site leisure operators tend to have significant buying power, economies of scale and standardised systems of work. This is often linked to a corporate feel/brand and look to customer-facing areas in the facilities they manage.

4.4.8. Staff would transfer under TUPE regulations from the Council to any new external contractor. Senior management will normally be based at a head office and not locally.

4.4.9. Their focus will be on the whole organisation rather than on local issues. Local issues will be the focus of the contract / regional manager.

4.4.10. **Agency Agreements**

4.4.11. Increasingly, leisure operators are offering Council's the option of implementing an agency agreement, which effectively reduces their expenditure by removing the irrecoverable VAT costs; this benefit is passed straight through to the management fee.

4.4.12. Through procurement processes, bidders can be offered the opportunity to propose agency agreement options.

4.4.13. If the Council were to consider an agency agreement, it would need to take specific legal and VAT advice on any proposals.

4.4.14. **Agency Model Process**

- The operator collects all leisure user income acting on behalf of the Local Authority, which, under the HMRC guidance, may now be considered 'non-business' (without adverse partial exemption implications).
- The operator would invoice the Council for their service costs and margin as agreed in the contract ('Agency Fee'). Where relevant this would be adjusted by any income under or over performance, as stipulated in the contract. This ensures the Operator retains the element of risk as it would under a standard leisure management contract.
- The Council would be able to recover the VAT on the invoice.
- As the income recovered would now be substantially non-business income to the Council, the operator would be able to recover all their input VAT on supplies expended to operate the service, therefore lowering the cost of the service.
- Any surplus share mechanisms can be retained.

4.4.15. The following activities are accepted as non-business activities:

- Memberships
- Facility visits (for sport or recreation).
- Letting of sports facilities.
- Letting of non-sports facilities for sports, e.g. community centre.
- Leases of Council-run sports facilities.
- Letting of Council recreation grounds for sports events.
- Sports tuition and education.

4.4.16. The Chelmsford Ruling does not apply to 'non-sports' supplies such as catering, clothing or equipment sales, vending sales, car parking, and general room lettings.

4.4.17. There should be no overall adverse impact on the relevant local authority's partial exemption calculations as, further to the treatment of the majority of leisure services income as non-business, minimal or zero exempt supplies will be made.

4.4.18. There is nothing intrinsic within the Agency Model that requires any adjustment to customer prices.

4.4.19. The Operator would also retain the risk on any changes to service costs, unless the contract stipulates otherwise, as well as retaining the risk on income generation.

4.4.20. Under the Agency Model, the income collected from the provision of leisure services to users will be income for the Council. Consequently, it is anticipated that the income will need to be reflected in the Council's accounts.

4.4.21. As the income would be collected by the Operator on the Council's behalf, the Operator would need to provide necessary information to the Council in a timely manner so that any VAT can be accounted for by the Council correctly.

4.4.22. Any application of an Agency Agreement will need to be subject to specialist legal and VAT advice.

4.5. Local Authority Trading Organisation (LATC)

4.5.1. The Council would establish an 'arm's length' organisation to run the facilities and services on its behalf.

4.5.2. LATCs are bodies that are free to operate as external companies but remain wholly owned and controlled by the parent council. As trading bodies, LATCs can provide their services to a wider market than a council department.

4.5.3. LATCs are contracted by the parent council to provide services back to the council via a service contract.

4.5.4. However, the Council may decide to apply the Teckal[14] exemption, which allows the authority to establish a LATC without the requirement for a procurement exercise. It is based on case law but is codified in the Public Contracts Regulations 2015. In general, the terms of exemption require:

- The Council to control the vehicle as if it were an internal department, with there being no direct private share or ownership participation in the company (this is known as the control test).
- More than 80% of the vehicle's activities (over a three-year average) are to be with its 'parent' council(s) (this is known as the function test).

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[14] A "Teckal" company is the common name for a **company which benefits from contracts for works, services or supply** from its controlling Contracting Authority (or Authorities) without having to go through a competitive tender process.

4.5.5. A LATC can be set up as not-for-profit, which is able to benefit from similar tax exemption benefits to an NPDO trust. However, it would not have charitable status.

4.5.6. They can be a preferred 'cultural fit', compared to procured and independent charity models. However, both risk and reward ultimately remain with the Council.

4.5.7. A LATC can act as an Agent on behalf of the Council, maximising VAT efficiencies.

4.5.8. There are many forms which a new organisation could take, including but not limited to the following:

- Co-operative or Community Benefit Society
- Company Limited by Guarantee (CLG)
- Charitable Incorporated Organisation (CIO)
- Community Interest Company (CIC)

4.5.9. A summary of the options to transfer services to a new corporate vehicle is included in Appendix 2.

4.6. Advantages and Disadvantages

4.6.1. The advantages and disadvantages of each option are further outlined in more detail in Table 2. The table shows the industry position on the advantages and disadvantages of each management model.

Table 2 – Advantages and Disadvantages of Alternative Delivery Models

Option	Financial	Quality	
External Contractor	**Advantages**	**Advantages**	**Risks**
	• Undertake a competitive process to manage services – ensures best value. • Can implement an Agency Agreement to improve the financial position. • Gain the benefits of an organisation already set up to maximise VAT and NNDR efficiencies. • Commercial approach with health and fitness membership sales, swimming lesson income, catering and retail. • Economies of scale in purchasing utilities, R&M contracts, fitness equipment, etc. • Profit share mechanism in place. (Although if the contract doesn't perform to projections, no benefit to the Council). • The Council has an agreed management fee profile, which gives budget certainty and the ability to plan for the long term. • Can deliver large-scale development projects and will provide the Council with cost certainty for a project or scheme. (Funding would be from the Council).	• An output-based contract can be developed linked to current Council priorities, so the Council does not need to be involved in day-to-day operations. • Links with NGBs, suppliers and other physical activity providers to implement new programmes/activities across their portfolios. • Head office specialists enable operations to be the 'latest' in the market. Enables best practices from several contracts to be disseminated across facilities. • Likely to be better placed to successfully operate in a competitive commercial fitness market. • Branding and marketing are strong. • Generally, have well-structured Quality Management systems covering general operations, H&S, all product areas, etc.	• A contract and specification that ensures roles and responsibilities are clearly defined between the parties. • Income risk and some expenditure risk are transferred to the operator. • Larger operators can 'spread' the risk of the contract across their company. • Contractors and, in particular, those with 'hybrid trust' structures, may propose that risk on loss of NNDR and VAT relief, even where their structures are eligible for such relief, remains with the Council. • Partners are unlikely to accept risk on utilities tariffs, LGPS pension contributions, NJA salary rises above inflation, and the building structure of older buildings. • Contracts will include pandemic-related clauses, with risk remaining with the Council. • Financial risk premiums may be built into the tender price if the risk profile deviates significantly from the Sport England template.
	Disadvantages	**Disadvantages**	**Other Considerations**
	• Will want a contract/risk profile to protect against the impact of Covid or similar circumstances in the future.	• Operations can be 'corporate' as opposed to locally led. • Operators from larger organisations are likely to wish to use their own branding and corporate	• The Council will have to undertake a compliant procurement procedure to select a new operator. • Cost of procurement and monitoring, officer and external support.

Option	Financial	Quality	
	• Changes to the specification/contract require a variation that can affect the management fee and incur legal costs. • The Council is obliged to fulfil its responsibilities or be subject to a claim from the operator.	procedures for core income-generating activities, fitness and swimming lessons • It can be harder to work with other partners effectively; other council departments, education, active partnerships.	• Ongoing contract monitoring resource required within the Council. • Timescales – c.12-18 months including mobilisation.
In-house	**Advantages**	**Advantages**	**Risks**
	• Council does not pay for any risk premiums, and can easily change service inputs to meet budgetary requirements. • Share support costs with other departments. • Economies of scale are normally achieved in utilities purchasing. • Effective purchase ledger and accompanying budget monitoring systems in place. • Low costs in providing capital if the Council has access to it. • In-house teams can secure and support external commissions from partners such as Public Health. • Benefit from 2023 VAT guidance treating leisure services as 'non-business', making it competitive against external contractors and LATC models.	• Increases Council control over leisure services. • More effective cross-department working; public health, education, open spaces and community development. • Officers have the autonomy to make local decisions. • Members/officers feel that they 'own / have control' of the services. • Changes in priorities can be implemented quickly. • Joined up service provision for residents. • In-house teams can deliver a wider range of service offerings, including sports development/outreach, health interventions, library services, cultural services and special events.	• All control and risk sits with the Council.
	Disadvantages	**Disadvantages**	**Other Considerations**
	• Higher staffing costs due to Council terms and conditions. • Increased costs due to staff being able to access the LGPS. • Full NNDR payable • In-house management is unlikely to enable the local authority to have financial certainty in relation to the cost of the service due to the lack of a contractually fixed cost or management fee. • Budget set year on year and may be subject to reductions with changing priorities of the Council or central government.	• Limited access to the benefits of developing new opportunities and economies of scale, and also to the wider knowledge gained by experienced operators for innovation and development. • Can be slower to react to introduce income-generating schemes. • Without a defined specification, service delivery is often based upon short-term priorities. • Often behind in industry innovation and new market-led products (for example, ICT initiatives). • Officers must use Council procedures/contracts in areas that are not as effective/suitable for the	

Option	Financial	Quality	
	• Central/support costs of the Council can be arbitrarily included in leisure budgets and are sometimes disproportionate to overall service delivery. • Any savings made within the service will go to the general fund and may lead to a reduced budget in the following year, not reinvested into the service/ facilities. • Cost management can be inhibited by having to use local authority systems and reporting. • No 'sinking' fund in place for future lifecycle building works and equipment replacement. • Limited access to external funding for programmes and initiatives.	services, for example, ICT / marketing and branding. • The Council can be slow to react to implement change, and is less able to react quickly to a highly competitive fitness market. • Reporting is predominantly about financial and usage performance as opposed to outputs and impacts of the service.	
LATC	**Advantages**	**Advantages**	**Risks**
	• The Council can support the LATC in respect of investment opportunities in relation to prudential borrowing, etc. • New investment opportunities can be negotiated at any time during the contract period. • Can implement an Agency Agreement to improve the financial position. • Can maximise VAT and NNDR efficiencies • Operate commercially. • Support services – can purchase from the industry (e.g., marketing) or Council (payroll). • All profits are reinvested back into the services/facilities, ensuring local investment.	• LATCs can deliver a wider range of service offerings, including sports development/outreach, health interventions, library services, cultural services and special events. • Closer links with the community through local organisation. • Single focus on service delivery. • Staff feel more involved in the service delivery as not part of a large organisation. • Set up and deliver community-led co-produced programmes to have a real impact on residents. • Perceived that there is a better 'partnership' approach. • Providing the authority with more direct strategic control over the service than a third party would. • Can be politically more appealing as the authority is the shareholder. • High level of control retained.	• A contract and specification that ensures roles and responsibilities are clearly defined between the parties, but ultimately risk remains with the Council. • Often set up with less well-defined contract, so that responsibilities are not clearly understood, or it is believed that contract terms are more easily varied (for example to meet council budget requirements). • In many cases, funding agreements for LATCs are only agreed for the short term: 3-4 years, so the company operates on a short-term basis, which can be detrimental to the service. • Reputational impact for the Council if the organisation is not successful. • The local authority must control all of the shares in the LATC and must also exercise effective day-to-day control over its affairs; in other words, the

Option	Financial	Quality	
			same as the relationship between the local authority and one of its internal directorates.
	Disadvantages	**Disadvantages**	**Other Considerations**
	• Less able to withstand significant changes in leisure trends. • No other contract/sites to absorb poor financial performance. • Few economies of scale realised. • High central costs may reduce levels of potential surplus. • Single-authority LATCs are unable to offer economies of scale, and cost management may be more in line with an in-house management approach. A multi-authority LATC (i.e. one created by a group of local authorities across a region) may offer some economies of scale, albeit this would be limited by the total size of the parent councils' area and range of services provided by the LATC.	• A board of trustees/directors need to be recruited. • All operational procedures would have to be developed by the new organisation. • No expertise from a 'head office'. • Expertise re. market-led product development may need to be bought in or learned as products mature in the industry. • Leisure centre marketing and branding expertise will need to be developed. • Can have a more relaxed approach to monitoring (for example, with no deduction mechanism) in place, which can lead to service delivery issues.	• Can be set up in a timely manner. • There will be significant set-up costs. • One-off cost for branding the services. • A new organisation will require a large working capital budget to start the company, and the Council may need to provide a contingency/cashflow fund for the new organisation. • There will need to be a suitable lease/contract/funding agreement/services specification set up between the new organisation and the Council. • Timescales – 12-18 months.

5. SET UP COSTS AND TIMETABLES

5.1. Each alternative delivery model will have a different lead-in time to set up.

5.2. Re-procuring a new contract will require a new contract, leases and services specification to be developed.

5.3. A LATC will require similar documentation to an external contractor.

5.4. Any new company will also require formal registration/company documents, and the recruitment of the senior management team (Chief Executive/Finance Director, etc.).

5.5. The advisor fees are estimates and will be dependent upon whether the Council uses its own legal, financial and property services to procure the contract and leases for the new arrangements or uses external advisors.

5.6. The tables opposite set out indicative timescales and costs for each option.

Table 3 – Indicative Implementation Timescales

External Contractor - Procurement	
Action	**Timescale**
Commission internal and external procurement of legal / procurement/project management support.	2 months
Pre-procurement work – (objectives, draft specification/contract, leases and evaluation methods).	3 months
Selection questionnaire stage and evaluation / de-selection.	2 months
Tender stage (assuming competitive flexible procedure procurement route).	6 months
Award and Council sign off.	3 months
Mobilisation of new operator incl. TUP/staff consultation.	3/4 months
Total	**c.12 - 18 months**

Set up LATC	
Action	**Timescale**
Governance set up (if new company).	2 months
Technical set-up – IT/phones/websites, etc.	3 months
TUPE and staff consultation/considerations – alignment of staff designations to council structure (or new structures) and recruitment of new staff (board of directors for LATC).	6 months
Purchasing of uniform, supplies and equipment.	2 months
Setting up ongoing suppliers (fitness / IT/buildings, etc.).	3 months
Business planning / financial assessment – services and impact on council as a whole (e.g. VAT).	3 months
Marketing and branding development, and implementation.	6 months

Set up LATC	
Action	**Timescale**
Quality and H&S systems – development and implementation.	3 months
Total (some works streams can be completed in parallel)	**c.18 months**

5.7. Indicative costs of procurement

5.7.1. The typical costs of procuring a new contract are set out below and are likely to be in the region of £140k.

Table 4 – New contract procurement costs

Action	Cost
Legal / leases and contract completion	£60,000
Leisure procurement and project management	£50,000
Due diligence (for example, any additional building surveys required)	£30,000
Total	**£140,000**

5.8. Indicative Costs for setting up a LATC

5.8.1. Outlined overleaf are the indicative set-up costs if a new LATC were established.

5.8.2. The new LATC will be required to establish operational procedures and risk assessments and ensure all staff are trained in these prior to taking on management of the centres. All branding and marketing will also need to be replaced, and a website and online booking facilities set up.

5.8.3. During the mobilisation process, the Council and management team of the new LATC will also need to support the TUPE consultation process as the service transfers from the Council.

5.8.4. All equipment is owned by the Council, therefore it is assumed all equipment would transfer to the LATC at no additional cost.

Table 5 – LATC Indicative Mobilisation Costs

Set Up Costs	Estimated Costs	Comments
Consultancy Support/Project Management	£30,000	Additional consultancy/project management support to ensure the process is delivered within timescales and enable officers to concentrate on continued service delivery under the existing contract.
Rebranding, Marketing & Signage	£110,000	The new organisation will need to develop its own name and brand and produce marketing material for all sites.
Website & Social Media Set Up	£30,000	A new website will need to be set up, with online booking, etc.
ICT Systems and Equipment	£50,000	Front-of-house booking systems, ICT equipment for all centres and network support services required.
Legal Costs	£60,000	Governance documents for new organisation. Board/director/requirement and training. Contract documents and leases, including a funding agreement between the Council and the new organisation.
Operations Manual Set Up	£10,000	New operational procedures will need to be drafted with copies provided to each centre – additional expertise may be required to ensure they meet industry standards.
Launch Costs	£20,000	Costs associated with launching and promoting the start of the new contract.
Staffing*	£202,200	See table 13 for workings.
Risk & Contingency	£50,000	To provide a level of working capital for the organisation.
TOTAL COST	**£562,200**	

*To deliver the set-up and mobilisation requirements, the new organisation will need to provide sufficient staff resources.

5.8.5. The detailed staffing resource required is outlined further in the table below.

Table 6 – Indicative Staffing Resource for New Organisation (assumed not to be aligned to Council terms and pensions etc.)

Staffing	Salary	Salary plus on-costs (20%)	Estimated Cost
6 months prior to commencement:			
Chief Executive	£70,000	£84,000	£42,000
Head of Operations	£55,000	£66,000	£33,000
Head of Finance	£55,000	£66,000	£33,000
Branding / Marketing	£50,000	£60,000	£30,000
ICT manager	£50,000	£60,000	£30,000
3 months prior to commencement:			
HR Manager - TUPE consultation, etc.	£50,000	£60,000	£15,000
Admin	£32,000	£38,400	£9,600
1 month prior to commencement:			
Admin team x 3 (Finance / HR, etc.)	£96,000	£115,200	£9,600
TOTAL			**£202,200**

6. EVALUATION MODEL STRUCTURE

6.1. When considering alternative management models, the ability of alternative models to deliver key service and financial outcomes is important. However, some will be more important than others, and there are other factors to consider, for example, the ability to deliver key strategic outcomes and how risky and sustainable future models may be.

6.2. Following discussions with the Council, an evaluation matrix has been devised for the leisure services to assess each of the management options to reflect the Council's key strategic priorities.

6.3. Each option will be scored out of five against each criteria. The weighting is then applied to give an overall percentage. The scoring matrix is as follows:

- 1 – Is unable to meet the requirements, resulting in significant risk and/or cost to the Council.
- 2 – Meets some of the requirements of the criteria, likely to increase risk/cost to the Council.
- 3 – Can deliver against the majority of the criteria, moderate risk.
- 4 – Can deliver against all elements of the criteria, lower risk/cost to the Council.
- 5 – Can deliver against all elements of the criteria and provide additional benefits over and above the base criteria, least risk and/or cost to the Council.

Table 7 - Evaluation Criteria

Evaluation Criteria		Weighting
Delivery of strategic outcomes	Able to understand the community within which the organisation is working to deliver the strategic outcomes of the Council, including: increased usage and participation and working in partnership with communities and partners to deliver strategic outcomes.	15%
Quality of service and Customer satisfaction	How well will services be planned, developed and delivered to improve/maintain quality services. Ability to create high levels of customer satisfaction throughout all areas of service delivery.	15%
Council Influence and Control	Degree to which the option enables the Council to influence services on a day-to-day basis.	5%
Risk/sustainability	Ability to manage financial risk and the organisation is sustainable in the long term. Level of risk that can be transferred.	10%
Risk / operations	Ability to manage day to day operational risk of complex leisure centres/services. Effective asset management. The degree to which the facilities and services will be protected. Can effectively collect, record, monitor and report on performance data to inform decision making process. Decision making - ability to implement changes efficiently and effectively.	10%
Staffing	Degree of impact on local employment, impact upon staff terms and conditions, future opportunities for staff development.	5%
Revenue Implications and Value for Money	Ability to maximise revenue, through performance and / or governance structure. Ability to effectively manage expenditure and costs. Ability to reduce the net cost of the service. Ability to demonstrate and deliver value for money	30%
Capital resources	Ability to generate capital investment, attract external investment and support the design, build and mobilisation of new / re-developed facilities	10%
Total		**100%**

7. DETAILED EVALUATION

7.1. Revenue Implications

7.1.1. An initial financial appraisal of the management options being considered has been completed for:

- External contractor; and
- Local Authority Trading Company.

7.1.2. Under both options, the financial projections are based on the existing facility mix using the 2024/25 actuals.

Existing financial performance has been used in the evaluation of the revenue position for the in-house model.

7.1.3. Employment Rights Bill

7.1.4. It should be noted that the Employment Rights Bill is expected to come into force at some point during 2026. Current guidance suggests that the Bill will stop the implementation of two tier workforces. If this goes ahead then the potential savings on the staff costs will be significantly reduced as all new staff will need to be employed on comparable terms and conditions the staff that transferred from the Council. It is not yet clear whether this will also apply to pensions. Consequently, in the financial summary section we have included an estimate of the potential impact of the Employment Rights Bill on the projected savings. If the contract transferred prior to the implementation of the Employment Rights Bill then the operator would be able to retain the staff savings.

7.2. In-House

7.2.1. The current cost of the service is £1,341,010.

7.3. External Contractor

7.3.1. The table overleaf sets out the projections for the external contractor management option using the 2024/25 actuals as the base position.

7.3.2. Two financial projections are shown: including and excluding an Agency Agreement.

7.3.3. Across all centres, the external contractor option (excluding agency agreement) is expected to require a Management Fee **payable to the operator** in the region of £1m per annum. This could reduce to c.£786k with an Agency Agreement in place.

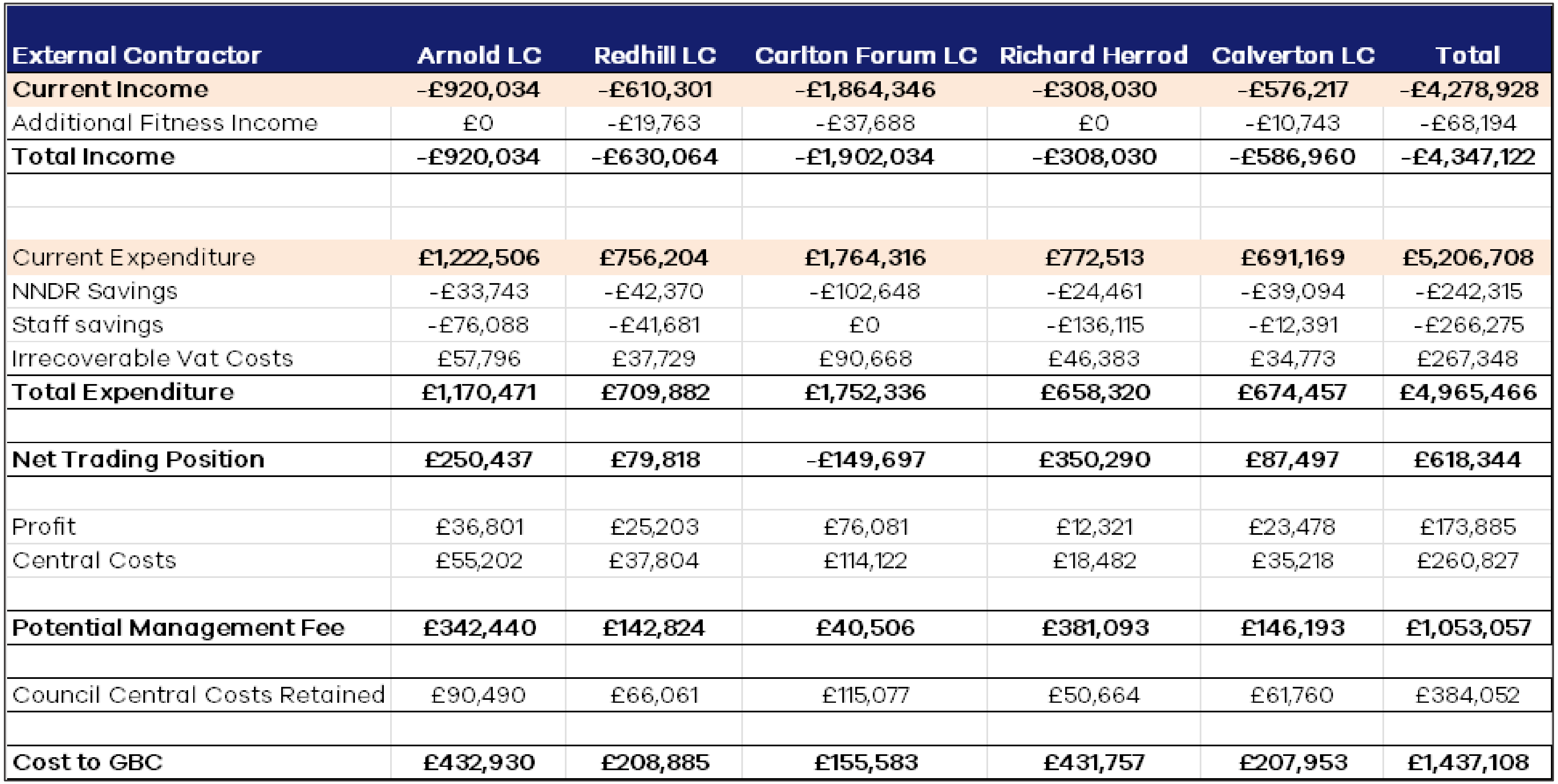
7.3.4. Taking the current financials as a base position, the following assumptions have been made:

- An external contractor would receive 80% NNDR relief. However, it should be noted that there are some operators who may be entitled to 100% relief depending on their governance structure.
- Central support costs have been included at 6% of turnover, in line with industry standards.
- Profit has been included at 4% of turnover, in line with industry standards.
- A reduction in staff costs has been included on the assumption that an operator would look to re-structure and create a more efficient structure where possible. Any new employees would be employed on the operators terms and conditions.
- A 5% increase in fitness income has been assumed, as benchmarks are slightly below average and a tender process will make operators more competitive on fitness income.
- Swimming income is already very strong so no additional growth is assumed.
- In the agency model option, irrecoverable VAT costs have been removed from all sites.

7.3.5. It is understood that if the management model was changed then the Council would be unable to reduce the current central costs allocated to the leisure service. Therefore with these costs remaining the overall cost to the Council increases by £384k per annum. To maximise the benefit of an external contractor the Council would need to consider how savings could be achieved at a central level.

7.3.6. External Contractor – Non Agency Model

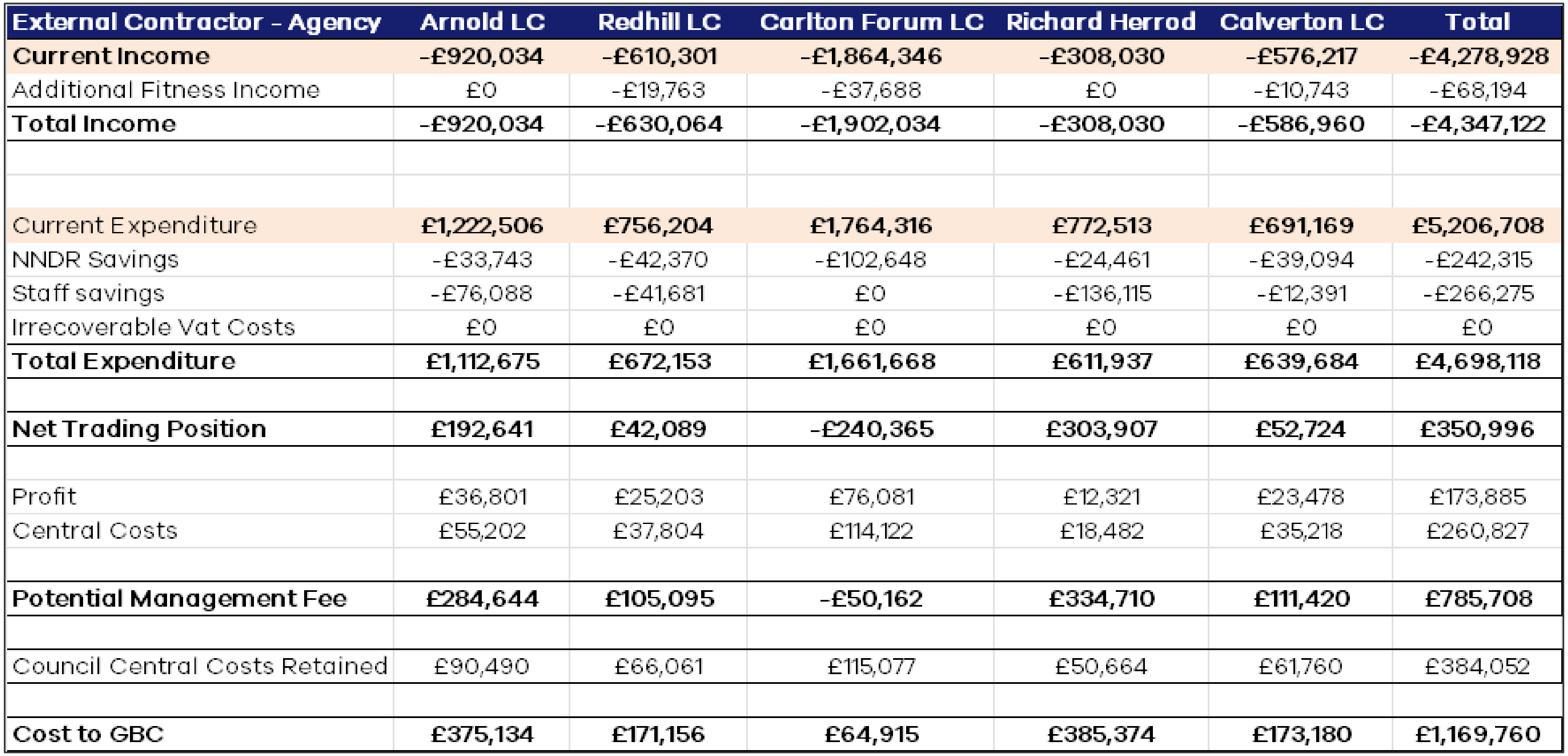
Table 8 - External Contractor Financial Projections



External Contractor	Arnold LC	Redhill LC	Carlton Forum LC	Richard Herrod	Calverton LC	Total
Current Income	**-£920,034**	**-£610,301**	**-£1,864,346**	**-£308,030**	**-£576,217**	**-£4,278,928**
Additional Fitness Income	£0	-£19,763	-£37,688	£0	-£10,743	-£68,194
Total Income	**-£920,034**	**-£630,064**	**-£1,902,034**	**-£308,030**	**-£586,960**	**-£4,347,122**
Current Expenditure	**£1,222,506**	**£756,204**	**£1,764,316**	**£772,513**	**£691,169**	**£5,206,708**
NNDR Savings	-£33,743	-£42,370	-£102,648	-£24,461	-£39,094	-£242,315
Staff savings	-£76,088	-£41,681	£0	-£136,115	-£12,391	-£266,275
Irrecoverable Vat Costs	£57,796	£37,729	£90,668	£46,383	£34,773	£267,348
Total Expenditure	**£1,170,471**	**£709,882**	**£1,752,336**	**£658,320**	**£674,457**	**£4,965,466**
Net Trading Position	**£250,437**	**£79,818**	**-£149,697**	**£350,290**	**£87,497**	**£618,344**
Profit	£36,801	£25,203	£76,081	£12,321	£23,478	£173,885
Central Costs	£55,202	£37,804	£114,122	£18,482	£35,218	£260,827
Potential Management Fee	**£342,440**	**£142,824**	**£40,506**	**£381,093**	**£146,193**	**£1,053,057**
Council Central Costs Retained	£90,490	£66,061	£115,077	£50,664	£61,760	£384,052
Cost to GBC	**£432,930**	**£208,885**	**£155,583**	**£431,757**	**£207,953**	**£1,437,108**

7.3.7. External Contractor – Agency Model

Table 9 - External Contractor Financial Projections - Agency Model



External Contractor - Agency	Arnold LC	Redhill LC	Carlton Forum LC	Richard Herrod	Calverton LC	Total
Current Income	**-£920,034**	**-£610,301**	**-£1,864,346**	**-£308,030**	**-£576,217**	**-£4,278,928**
Additional Fitness Income	£0	-£19,763	-£37,688	£0	-£10,743	-£68,194
Total Income	**-£920,034**	**-£630,064**	**-£1,902,034**	**-£308,030**	**-£586,960**	**-£4,347,122**
Current Expenditure	**£1,222,506**	**£756,204**	**£1,764,316**	**£772,513**	**£691,169**	**£5,206,708**
NNDR Savings	-£33,743	-£42,370	-£102,648	-£24,461	-£39,094	-£242,315
Staff savings	-£76,088	-£41,681	£0	-£136,115	-£12,391	-£266,275
Irrecoverable Vat Costs	£0	£0	£0	£0	£0	£0
Total Expenditure	**£1,112,675**	**£672,153**	**£1,661,668**	**£611,937**	**£639,684**	**£4,698,118**
Net Trading Position	**£192,641**	**£42,089**	**-£240,365**	**£303,907**	**£52,724**	**£350,996**
Profit	£36,801	£25,203	£76,081	£12,321	£23,478	£173,885
Central Costs	£55,202	£37,804	£114,122	£18,482	£35,218	£260,827
Potential Management Fee	**£284,644**	**£105,095**	**-£50,162**	**£334,710**	**£111,420**	**£785,708**
Council Central Costs Retained	£90,490	£66,061	£115,077	£50,664	£61,760	£384,052
Cost to GBC	**£375,134**	**£171,156**	**£64,915**	**£385,374**	**£173,180**	**£1,169,760**

7.3.8. External Contractor Summary

7.3.9. As the centres are currently performing well from a benchmark perspective only limited growth in income would be expected under a contract with an external contractor.

7.3.10. Whilst expenditure is expected to reduce, the application of profit and central cost allocations offsets much of the expenditure savings.

7.3.11. With the retention of Council central costs it limits the potential savings that could be achieved, with the Agency model being the option that could achieve savings in the region of £170k per annum.

7.3.12. However, if the Employment Rights Bill does come into effect, then these savings could be reduced by a further c.£120k.

7.4. **Local Authority Trading Company**

7.4.1. The tables overleaf sets out the projections for the LATC management option using the 2024/25 actuals. The projected management fee (payable to the LATC) for all centres is in the region of £1.2m per annum.

7.4.2. Taking the current financials as a base position, the following assumptions have been made:

- 80% NNDR relief has been assumed, however depending on the structure 100% may be achievable.
- Central support costs have been included at 14% of turnover, in line with industry standards. Reflecting the requirement for a new central support team and management structure.
- A surplus allocation has been included at 2% of income. This will enable the LATC to build a level of reserves to support long term sustainability.
- A reduction in staff costs has been included on the assumption that a LATC would look to re-structure and create a more efficient structure where possible. Any new employees would be employed on the operators terms and conditions.
- It is anticipated existing income levels would be retained.

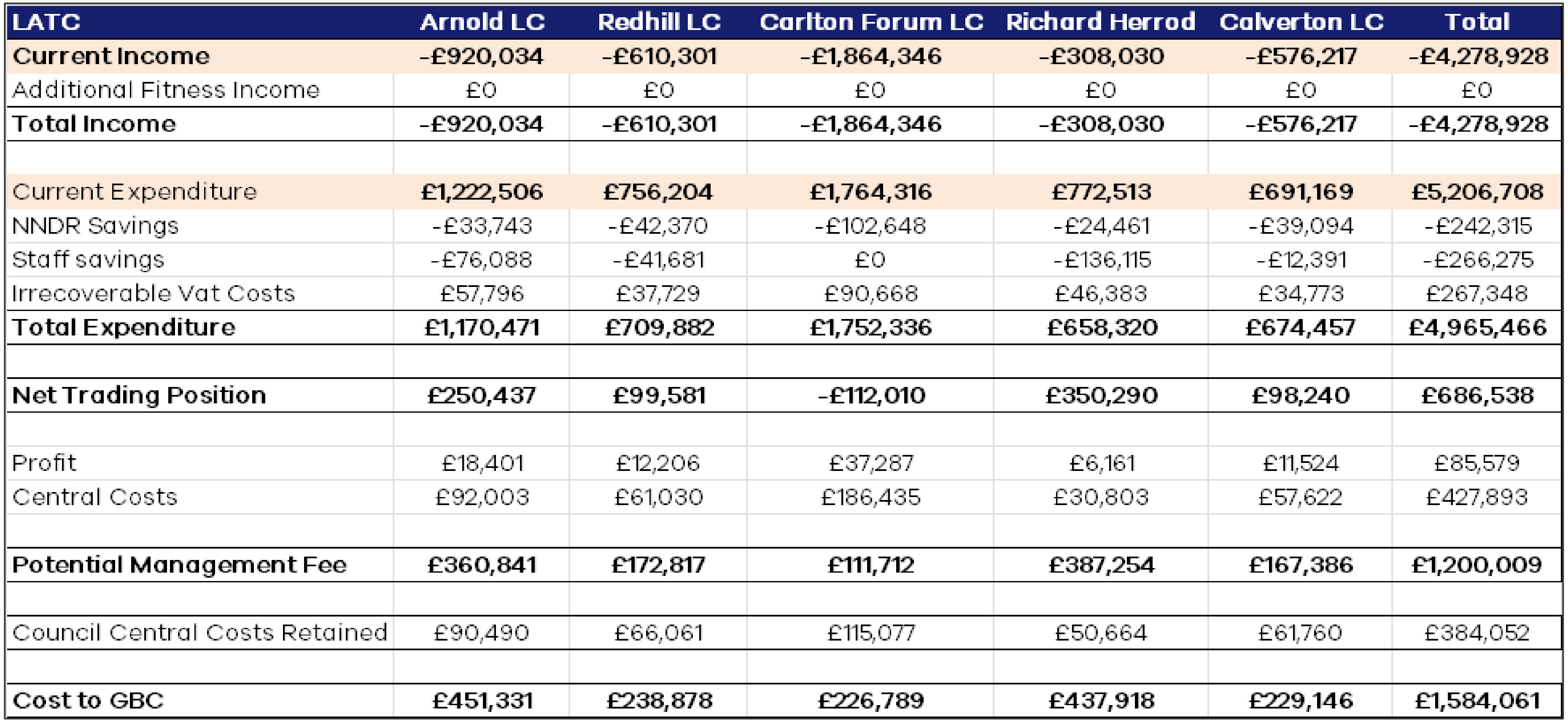
7.4.3. A LATC could also operate on an agency basis, which would reduce the projected management fee to c. £930k.

7.4.4. A LATC would also be impacted by the retention of existing central costs, increasing the overall cost of the service by £384k per annum.

7.4.5. The Employment Rights Bill would also apply to a LATC, therefore if this is implemented the management fee could increase by c£120k.

7.4.6. LATC – Non-Agency Model

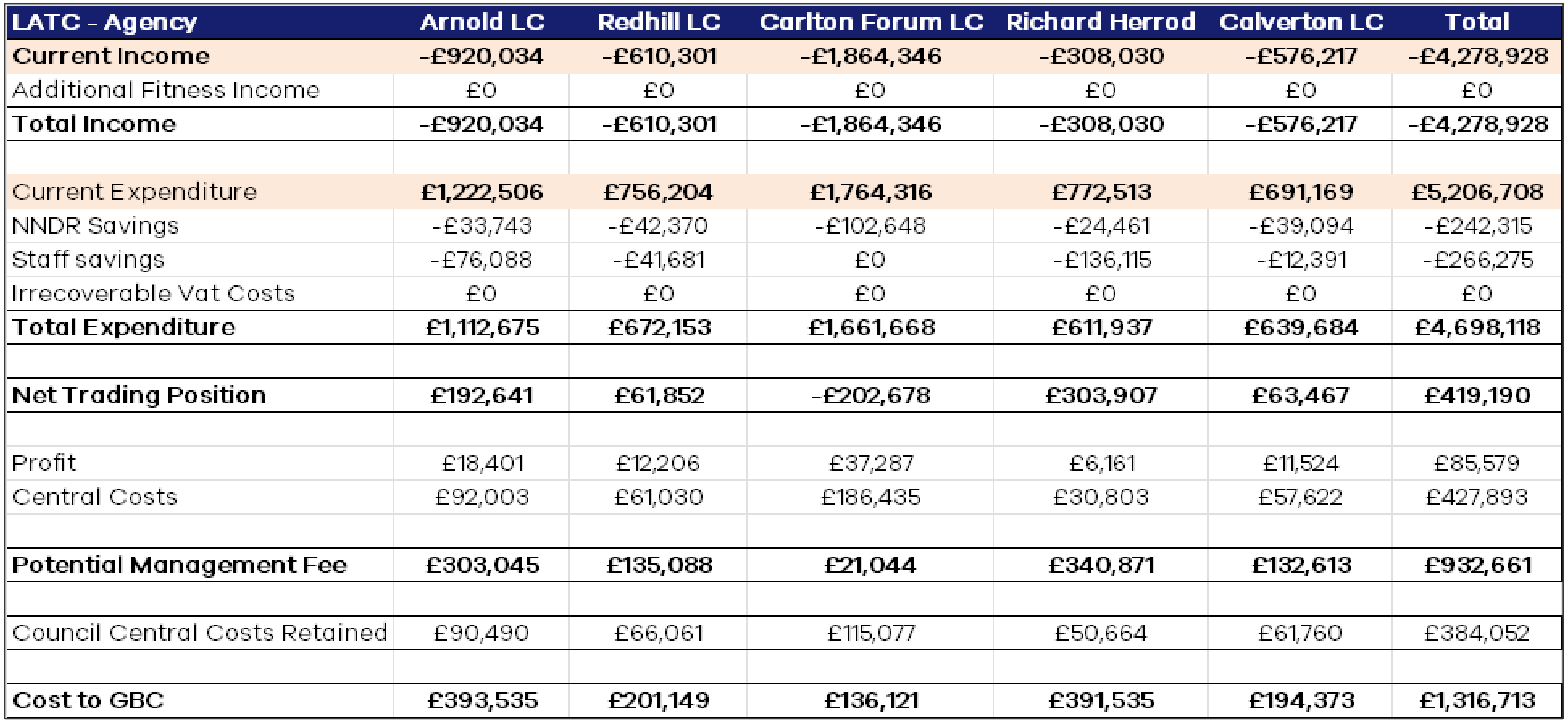
Table 10 - LATC Financial Projections



LATC	Arnold LC	Redhill LC	Carlton Forum LC	Richard Herrod	Calverton LC	Total
Current Income	**-£920,034**	**-£610,301**	**-£1,864,346**	**-£308,030**	**-£576,217**	**-£4,278,928**
Additional Fitness Income	£0	£0	£0	£0	£0	£0
Total Income	**-£920,034**	**-£610,301**	**-£1,864,346**	**-£308,030**	**-£576,217**	**-£4,278,928**
Current Expenditure	**£1,222,506**	**£756,204**	**£1,764,316**	**£772,513**	**£691,169**	**£5,206,708**
NNDR Savings	-£33,743	-£42,370	-£102,648	-£24,461	-£39,094	-£242,315
Staff savings	-£76,088	-£41,681	£0	-£136,115	-£12,391	-£266,275
Irrecoverable Vat Costs	£57,796	£37,729	£90,668	£46,383	£34,773	£267,348
Total Expenditure	**£1,170,471**	**£709,882**	**£1,752,336**	**£658,320**	**£674,457**	**£4,965,466**
Net Trading Position	**£250,437**	**£99,581**	**-£112,010**	**£350,290**	**£98,240**	**£686,538**
Profit	£18,401	£12,206	£37,287	£6,161	£11,524	£85,579
Central Costs	£92,003	£61,030	£186,435	£30,803	£57,622	£427,893
Potential Management Fee	**£360,841**	**£172,817**	**£111,712**	**£387,254**	**£167,386**	**£1,200,009**
Council Central Costs Retained	£90,490	£66,061	£115,077	£50,664	£61,760	£384,052
Cost to GBC	**£451,331**	**£238,878**	**£226,789**	**£437,918**	**£229,146**	**£1,584,061**

7.4.7. LATC – Agency Model

Table 11 - LATC Financial Projections - Agency Model



LATC - Agency	Arnold LC	Redhill LC	Carlton Forum LC	Richard Herrod	Calverton LC	Total
Current Income	**-£920,034**	**-£610,301**	**-£1,864,346**	**-£308,030**	**-£576,217**	**-£4,278,928**
Additional Fitness Income	£0	£0	£0	£0	£0	£0
Total Income	**-£920,034**	**-£610,301**	**-£1,864,346**	**-£308,030**	**-£576,217**	**-£4,278,928**
Current Expenditure	**£1,222,506**	**£756,204**	**£1,764,316**	**£772,513**	**£691,169**	**£5,206,708**
NNDR Savings	-£33,743	-£42,370	-£102,648	-£24,461	-£39,094	-£242,315
Staff savings	-£76,088	-£41,681	£0	-£136,115	-£12,391	-£266,275
Irrecoverable Vat Costs	£0	£0	£0	£0	£0	£0
Total Expenditure	**£1,112,675**	**£672,153**	**£1,661,668**	**£611,937**	**£639,684**	**£4,698,118**
Net Trading Position	**£192,641**	**£61,852**	**-£202,678**	**£303,907**	**£63,467**	**£419,190**
Profit	£18,401	£12,206	£37,287	£6,161	£11,524	£85,579
Central Costs	£92,003	£61,030	£186,435	£30,803	£57,622	£427,893
Potential Management Fee	**£303,045**	**£135,088**	**£21,044**	**£340,871**	**£132,613**	**£932,661**
Council Central Costs Retained	£90,490	£66,061	£115,077	£50,664	£61,760	£384,052
Cost to GBC	**£393,535**	**£201,149**	**£136,121**	**£391,535**	**£194,373**	**£1,316,713**

7.4.8. **LATC Summary**

7.4.9. The higher central support costs and limitations of only operating one contract results in the LATC option being considerably more expensive than the external contractor model, with the non-agency model potentially being more expensive than the current in-house operations. Whilst the agency option could reduce costs it is marginal against the current subsidy and would require significant set up costs.

7.5. Revenue Position Summary

7.5.1. Overall an External Contractor under an agency model could generate savings, however if the Employment Rights Bill is introduced then this could significantly reduce the potential staff cost savings, resulting in a total saving of c.£50k per annum under the external contractor – agency model option..

Table 12 – Revenue Position Summary

Management Options Summary	Subsidy/ Management Fee	Central Costs retained by GBC	Total Cost to GBC	Difference to In-House
In-House	£956,958	£384,052	£1,341,010	-
External Contractor	£1,053,057	£384,052	£1,437,108	£96,098
External Contractor - Agency	**£785,708**	**£384,052**	**£1,169,760**	**-£171,250**
LATC	£1,200,009	£384,052	£1,584,061	£243,051
LATC - Agency	£932,661	£384,052	£1,316,713	-£24,297

8. Evaluation Tables

8.1. The following tables set out the detailed evaluation against each of the criteria.

Table 13 – Delivery of Strategic Outcomes Evaluation

Delivery of Strategic Outcomes	Able to understand the community within which the organisation is working to deliver the strategic outcomes of the Council, including: increased usage and participation and working in partnership with communities and partners to deliver strategic outcomes	Score
In-house	Operating the centres in-house means that joined up work to achieve the Council's wider strategic objectives would be more achievable than an external contractor arrangement. The management team will be able to work more easily with the other Council departments to ensure all wider strategic working is delivered. Delivering services in-house means that changing priorities can be quickly implemented. The Council can develop and implement a management plan and reporting system to ensure it monitors performance against outcomes.	5
External Contractor	The centres are managed with a specification in place. Ensuring the organisation is clear what the Council requires both on an annual and longer time frame. The Council can set out targets (outputs) in relation to participation (new users and existing), target groups, programming and sports & health development and outcomes. The Council can implement a performance management system to ensure that the partner records, reports and delivers the required outcomes. There will be a concern that services being managed by external organisation to the Council will not consider local stakeholders. However, the specification can be clear in the outputs required and many partnerships have local 'Stakeholder Boards' developed to formalise and ensure local input into the production and delivery of services. External organisations have extensive stakeholder and customer engagement strategies, including via their website and social media, on-line surveys, customer and club forums, all of which can be specified within the specifications. Any change to service priorities can be managed through the annual service planning process and contract change procedures. However, this can have explicit financial implications if the changes are business critical. Typically, external contractors are not as strong at delivering bespoke local initiatives as in-house management or local trusts. They have a stronger focus on commercial elements.	4
Local Authority Trading Company	As with the external contractor option, a specification and performance management system would be in place. Therefore, whilst the LATC is independent of the Council, if there is a clearly defined specification and longer-term financial stability (known management fee / funding agreement) it can be easier for the Council's strategic outcomes to be met.	5

Delivery of Strategic Outcomes	Able to understand the community within which the organisation is working to deliver the strategic outcomes of the Council, including: increased usage and participation and working in partnership with communities and partners to deliver strategic outcomes	Score
	Staff from the existing facility would transfer under TUPE therefore retaining the local experience and knowledge to deliver against outcomes. Has the ability to attract additional funding streams compared to in-house option, which can be used to deliver facility and services interventions. More likely to have a locally focused approach compared to an external contractor. Company profits can be repatriated to Council, invested in the company or a mix of both.	
Weighting	**15%**	

Table 14 – Quality & Customer Service Evaluation

Quality & Customer Service	How well will services be planned, developed and delivered to improve/maintain quality services. Ability to create high levels of customer satisfaction throughout all areas of service delivery.	Score
In-house	There is likely to be less monitoring of performance as there will be no management contract in place. However, the management team could incorporate customer satisfaction and quality KPI's into their management plans and monitor them regularly.	4
External Contractor	External contractors can bring a breadth of leisure experience. Skill set of existing staff would transfer. The levels of service standards in areas that are important to the Council can be tested through the procurement process. Through a robust contractual relationship, the Council can identify continuation improved scores / and KPI's in relation to customer satisfaction scores etc. Large operators tend to be weaker at delivering bespoke commissioned health and wellbeing services. As part of the specification and contract external contractors are required to collate and report on performance data on a monthly/quarterly/annual basis. External operators have extensive experience of achieve quality awards such as Quest. The Council can set targets for Quest Assessments as part of the performance requirements. External contractors tend to take a corporate approach to customer service losing the 'personal' and bespoke approach that is common with in-house or LATC arrangements.	4

Quality & Customer Service	**How well will services be planned, developed and delivered to improve/maintain quality services. Ability to create high levels of customer satisfaction throughout all areas of service delivery.**	**Score**
	Having the specification requirements for quality and customer service will require the operator to implement an action/management plan to ensure all of the KPI's are monitored and achieved. Regular client meetings can ensure that the operator has sufficient planning in place and the Council can monitor progress against KPI's.	
Local Authority Trading Company	Skill set of existing staff would transfer. Branding will need to be established for the LATC, which will be important in the sales process and creating an identity for leisure services across the Council area. Operational procedures would need to be established and implemented to ensure quality requirements are met, however the Council will have its procedures from the existing in-house operation it can use as a template. Customer satisfaction KPI's can be incorporated into the specification documents. As part of the specification and contract LATC can be required to collate and report on performance data on a monthly/quarterly/annual basis. More likely to have a local bespoke approach to customer service. A LATC could seek to achieve Quest accreditation as per the external contractor. LATC's can join industry organisations such as Community Leisure UK and access performance and benchmarking data and share best practice ideas. Having the specification requirements for quality and customer service will require the LATC to implement an action/management plan to ensure all of the KPI's are monitored and achieved. Regular client meetings can ensure that the operator has sufficient planning in place and the Council can monitor progress against KPI's.	4
Weighting	**15%**	

Table 15 – Council Influence & Control Evaluation

Council influence and control	Degree to which the option enables the Council to influence services on a day-to-day basis.	Score
In-house	The Council will be able to exert the most direct control over services through the in-house management option. However, there is typically a limited performance monitoring and reporting requirements.	5
External Contractor	The external contractor must deliver against the Council's specification and contract, which can stipulate quality expectations and KPI's to be achieved. The specification will include an annual service planning element to ensure that the Council's changing requirements can be incorporated into future service delivery. The contractor will have to report on performance benchmarks on an annual/quarterly/annual basis. An outsourced partner will report to its own board of directors who may have differing objectives to the Council.	3

	Significant changes to service delivery can be more formal; whilst flexibility in contracts can be included, there may be financial consequences to any significant changes.	
Local Authority Trading Company	The specification will set out the Council's priorities in respect to pricing / programming and other elements of service delivery, including quality. As with the external contractor there will be performance monitoring and reporting requirements set out in the specification. An annual service planning element of the specification can ensure that the Council's changing requirements can be incorporated into future service delivery. There is Council representation on the board, the governance structure will need to be carefully considered to get the right balance between council influence and interference.	4
Weighting	**5%**	

Table 16 – Risk - Sustainability Evaluation

Risk - Sustainability	**Ability to manage financial risk and the organisation is sustainable in the long term. Level of risk that can be transferred.**	**Score**
In-house	All risk remains with the Council managing price sensitivity and programming requirements for users, marketing and branding and price changes for expenditure (e.g. utilities). The Council absorb and manage any under-performance. The Council as a large organisation is able to manage short term trading performance. The leisure services would be able to work with the relevant council departments to identify energy saving measures that could be implemented across the portfolio. New VAT guidance has improved the financial sustainability of in-house leisure operations, as it is now treated as 'non-business'.	4
External Contractor	Where the Council is contracting with external organisations, they will complete a 'selection questionnaire' to assess organisation economic standing and technical capacity etc. to check the suitability and sustainability of the organisation and to ensure there are mitigations to protect the Council if the contract fails. Established contractors have head office support to ensure that they are developing their products and services and assessing the trends in each market so that they can mitigate the changes in the leisure market. They can achieve economies of scale in purchasing especially larger items, ICT, Fitness equipment, etc. They are in a stronger position to meet demand risk and therefore be sustainable. Where they manage several contracts, they can spread risk across contracts. There is a risk that they submit an un-deliverable financial business plan within the procurement process that they then struggle to deliver, so service levels do not meet the required performance standard. However, these can be benchmarked and tested during the procurement process.	4

Risk - Sustainability	Ability to manage financial risk and the organisation is sustainable in the long term. Level of risk that can be transferred.	Score
	With an external operator under contract with the Council, there will be a known risk share and level of certainty in relation to the management fee for the length of the contract term. It is likely that the Council will be able to transfer the following risks to the external organisation; ▪ Income ▪ Staffing costs ▪ R&M costs ▪ Implementation of any invest to save programmes and the income risk attached ▪ Utility consumption ▪ Equipment replacement ▪ Customer satisfaction and usage Those areas of risk that are likely to be shared or remain with the Council include; ▪ Pensions (risk will depend on the actuary report of current deficit or transferring employees) ▪ Structural building risk (given the age of the buildings) ▪ Full utility tariffs ▪ Reputational risk if the external organisation isn't successful ▪ Pandemic Protection In any agreements, there will be contractual obligations between the parties in respect to ongoing maintenance, equipment replacement etc. to ensure that service delivery meets set performance standards. The Council will sign up to a contractual arrangement; it will have responsibilities that may incur costs. For example, if the Council retains repairs and maintenance responsibility for the building structure, the Council must fulfil these obligations, or the new operator may be able to bring a 'loss of income' claim against the Council if non-delivery of their obligations impacts their income generating areas. The specification can set out the requirements for environmental sustainability, carbon footprint etc. and the need to contribute towards the Council environmental agenda. A number of operators have achieved ISO14001 accreditation and have case studies of investment into energy saving measures within their leisure centres.	
Local Authority Trading Company	The key risk for a LATC is that it has a smaller base to share risk if any local factors impact its income generating opportunities. They do not have a larger organisational mix of facilities and contracts. The LATC is also dependent on a small team of experts within its senior management team to deliver the strategic direction of the organisation, as well as operational requirements. Any new organisation will require a period of support i.e. up to 3 years to ensure long term stability. The LATC will require flexibility and support so that it can build up a contingency of between 10% and 15% of overall annual turnover. Ultimately, if the LATC fails, the Council will have no option but to assume operational responsibility.	3

Risk - Sustainability	**Ability to manage financial risk and the organisation is sustainable in the long term. Level of risk that can be transferred.**	**Score**
	If a LATC fails, the Council can provide the additional funding required or allow the company to fail and find alternative delivery models. Both can be both costly, resource heavy for officers and negative in terms of public relations. The local authority should be able to transfer the risk of carrying out works using local authority funding. A LATC is unlikely to be able to take the risk of a full repairing lease but will be able to take the risk on day to day maintenance requirements. It is unlikely that a LATC will be able to carry full risk for utilities, however a share in risk should be possible with the LATC taking risk on consumption. Establishing the correct governance structure will be key to managing financial risk. If the Company is established in the correct way with the correct balance between Council influence and commerciality, then long term financial sustainability is achievable. The specification can set out the requirements for delivering environmental sustainability, reducing carbon footprint etc. and the need to contribute towards the Council environmental agenda. However, a LATC is unlikely to have these expertise in-house therefore may have to utilise external consultants to support specific initiatives/investment plans.	
Weighting	**10%**	

Table 17 – Risk - Operations Evaluation

Risk - Operations	**Ability to manage day to day operational risk of complex leisure centres/services. Effective asset management The degree to which the facilities and services will be protected Can effectively collect, record, monitor and report on performance data to inform decision making process Decision making - Ability to implement changes efficiently and effectively**	**Score**
In-house	The service is currently managed in-house and therefore there is excellent understanding of the leisure centres and any issues associated with them. The repairs and maintenance would be managed through the Council's central team, in addition, redecoration and lifecycle maintenance must compete with other Council priorities. Typically there is less commercial experience and expertise within the in-house option, which can impact on the level of service and revenue opportunities, If the service is managed in-house there may be limited monitoring and measuring of performance compared to that of an external trust/operator. The Council would need to consider accreditations such as Quest, to verify the quality of service being delivered and that it is offering value to its customers. Any significant decisions or changes to the services will have to go through the Council's approval process, which can be time consuming, although smaller changes can be implemented quickly and efficiently by the management team.	4

Risk - Operations	Ability to manage day to day operational risk of complex leisure centres/services. Effective asset management The degree to which the facilities and services will be protected Can effectively collect, record, monitor and report on performance data to inform decision making process Decision making - Ability to implement changes efficiently and effectively	Score
	Typically in-house operations do not have contract/reporting requirements; however, the Council could choose to implement regular reporting and monitoring requirements for the service to ensure it is delivering against outcomes and KPI's.	
External Contractor	Existing contractors have a wide range of experience across all leisure centre types and therefore can bring this breadth of leisure experience to the contract. Some operators do have experience of managing theatres and other cultural venues, such as town halls and museums. All leisure contractors hold external validated quality accreditation i.e. Quest, Customer Service Excellence, IIP, ISO 14001, EMAS type awards. They tend to have head office resource with dedicated manager for quality, health and safety, HR, environmental management, maintenance etc. Staff will transfer to the operator bringing their experience and knowledge, which will help minimise operational impact. A performance management system will be put in place with detailed key performance indicators for operators to achieve. Decisions can be made and implemented quickly with approval from company directors, assuming they are within the contract/specification requirements. Changes outside of the contract requirements can be made through variation agreement, however there could be cost implications or alternatively they could result in a financial return for the Council. There will be contract monitoring in place with reporting requirements against all outcomes and KPI's. Reporting will take place on a monthly/quarterly and annual basis therefore delivering against KPI's can be carefully monitored.	5
Local Authority Trading Company	Staff will transfer to the new LATC bringing their experience and knowledge, which will help minimise operational impact. New organisations procedures, policies and standards in relation to central services (HR, Finance, VAT, Health and Safety, Maintenance etc.) may take time to become established and there may be risk in the mobilisation / transition period. However, there are a number of organisations that provide specialist health and safety, PR, marketing support etc. and a new LATC could buy in these skills as and when it is required, or it could utilise the Council's support services with a recharge arrangement. A LATC is unlikely to be able to take on full repair and maintenance responsibilities. However, it is likely to be able to take on day to day repair and maintenance responsibilities. The local authority needs to consider how it will monitor maintenance programmes to ensure the operational team is carrying out planned works and to the required standard. Often this can be undertaken by an in-house Property Services team.	4

Risk - Operations	Ability to manage day to day operational risk of complex leisure centres/services. Effective asset management The degree to which the facilities and services will be protected Can effectively collect, record, monitor and report on performance data to inform decision making process Decision making - Ability to implement changes efficiently and effectively	Score
	Decisions can be made and implemented quickly with approval from company directors, assuming they are within the contract/specification requirements. Changes outside of the contract requirements can be made through variation agreement, however there could be cost implications or alternatively they could result in a financial return for the Council. There will be contract monitoring in place with reporting requirements against all outcomes and KPI's. Reporting will take place on a monthly/quarterly and annual basis therefore delivering against KPI's can be carefully monitored.	
Weighting	**10%**	

Table 18 – Staffing Evaluation

Staffing	Degree of impact on local employment, impact upon staff terms and conditions, future opportunities for staff development.	Score
In-house	Scope for progression for employees is limited to within the centre/Council. Employees are more likely to be employed from the local area compared to external contractors who can bring in management and regional support from outside of the Council area. Local authorities typically offer enhanced terms and conditions for employees compared to the private sector, whilst beneficial for the workforce this does have additional costs.	4
External Contractor	Staff will be subject to TUPE so all current terms and conditions would be protected in accordance with legislation. External contractors are likely to offer new joiners their own company terms and conditions, which may vary from the current terms and conditions. This could result in some staff cost savings in the longer term. External operators will offer training and development for staff specialising in the leisure industry. Any externalisation may crystalise any pension deficits. It is very likely that the Council would remain responsible for this under any externalisation process. An established external operator is normally able to offer staff wider career opportunities within the company structure that otherwise would not have be available with a single contract operator. Possible that some employees could be brought in from other contracts, therefore percentage of employees from the local area could be reduced. However, the Council could stipulate in the specification that a certain percentage of employees must live in the local area.	4

Staffing	**Degree of impact on local employment, impact upon staff terms and conditions, future opportunities for staff development.**	**Score**
Local Authority Trading Company	Staff would transfer to the new company under TUPE, with their terms and conditions protected. A new LATC would require central posts that are not currently in place such as a Chief Executive, Finance Director etc.; this results in higher central costs. As a single contract entity scope for progression is limited. The local authority is likely to have to underwrite the pension liability. It is not reasonable to expect the LATC to take on any pension deficits. A LATC could offer new joiners their own company terms and conditions, which could result in some staff savings.	4
Weighting	**5%**	

Table 19 – Revenue Implications - Evaluation

Revenue Impact	**Ability to maximise revenue, through performance and / or governance structure.** **Ability to effectively manage expenditure and costs.** **Ability to reduce the net cost of the service.** **Ability to demonstrate value for money.**	**Score**
	Leisure Centres	
In-house	The in-house operation is unable to gain NNDR relief. The Council is able to apply for external funding available only to statutory bodies. Central support costs are typically higher than external contractors, but lower than a LATC. Revenue risk of underachieving against budget sits with Council. Assessing the revenue impact shows that the current subsidy required for an in-house operation across all centres is £1.34m. The Council is now able to benefit from the new VAT guidance which treats all leisure income as 'non business', this means all sporting income including fitness memberships and swimming no longer have VAT payable. Additionally, councils benefit from not having irrecoverable VAT costs. Typically, there is not the monitoring and recording of performance as there are no contractual obligations however, the Council can introduce such requirements on the management team to ensure value for money is being demonstrated. There can be a number of different departments responsible for different areas, for example property for building based social value, HR in respect to employment opportunities etc. Therefore, overall responsibility is not within the leisure departments responsibility, so this is dependent on the Council's overall policy. A clear monitoring, recording and measuring process will need to be put in place.	4

Revenue Impact	**Ability to maximise revenue, through performance and / or governance structure.** **Ability to effectively manage expenditure and costs.** **Ability to reduce the net cost of the service.** **Ability to demonstrate value for money.**	**Score**
	With regards to social value all management models can deliver against agreed measuring and reporting requirements, therefore no one management model should be more effective at managing social value. The key difference with the in-house model is that whilst it can be measured/monitored/reported on there is no contractual obligation like there will be with the LATC/ external contractor options.	
External Contractor	A competitive tender process often ‘sharpens’ projections. External contractors tend to set more ambitious targets against fitness and swimming lessons. Although it is noted in Gedling that swimming is already performing well. An external contractor would operate with reduced central costs; however they would also include an element of profit in their business plans. Typically, they would bid with a total margin of c.10% of turnover. External contractors are likely to receive VAT and NNDR relief, however they do have irrecoverable costs. Any profits made in the contract may not be re-invested back into the facilities or wider Council area. A one-off cost of circa £140k should be included to cover the external advisors’ (legal and leisure procurement) costs of procurement and other costs, for example condition surveys etc. Revenue risk sits with the operator not the Council. Economies of scale achieved from larger operators. External contractors typically seek to reduce staff costs over a period of time, with new joiners being employed on their terms and conditions which are cheaper than Council terms and conditions, particularly pension contributions. Staff savings are normally achieved over a number of years. Based on the income and expenditure of the existing contractor and industry standard profit and central cost margin it would be expected that as the result of a tender process the leisure centres will require a management fee payable to the contractor in the region of £1m per annum or £786k under an agency model. The external contractor – agency model option offers the most savings against the current model. With the Councils central support costs retained an external contractor is only likely to be able to offer savings under an agency model and these savings would be significantly reduced if the Employment Rights Bill comes into force. The Council can request that bidders demonstrate the value their proposal offers during the procurement process and ensure value for money forms part of the evaluation criteria.	4

Revenue Impact	Ability to maximise revenue, through performance and / or governance structure. Ability to effectively manage expenditure and costs. Ability to reduce the net cost of the service. Ability to demonstrate value for money.	Score
	As large organisations external contractors can usually obtain economies of scale for certain areas such as supplies and equipment, which means they can provide the same equipment as the in-house/LATC models but at a lower cost, therefore offering greater value for money. Additionally, they have the support of their central services team who will have specialist leisure marketing, finance, HR expertise, which will add value to their offer. The Council can request that as part of the annual performance requirements a social value report is produced for the contract, which could be in line with the current Moving Communities social value reporting requirements. Social value outcomes can be built into the specification linked to council targets for example: **Local economic benefit:** • Increase in local resident workforce across the facilities • A reduction in the number of residents on Employment Support Allowance (ESA), or similar • Increasing workforce development opportunities such as coach education courses, work experience and apprenticeship schemes • Increase in use of local suppliers across the facilities **Sustainability/ Environmental improvements** • Reduction in annual CO2 emissions • Reduction in annual energy use • Increase in recycling rate • Decrease in waste These can be aligned with the Councils' policies. Resource is required in the client team to ensure (technical) data is accurate and meaningful and effective targets are included as the contact matures. There needs to be effective 'carrot and stick' mechanisms to ensure the contractor delivers against the targets. Longer term contracts incentivise those measures with financial pay back (for example environmental improvements). It is also important for the operator to measure and calculate the social value with an agreed methodology with the client. Consequently, due to the specification and contract requirements, the Council can stipulate the level of measuring and reporting required and KPI's to achieve ensuring it meets the same standard as if it was delivered in-house. Against the in-house model it is expected that an external contractor will be as effective in monitoring, measuring and reporting on social value.	
Local Authority Trading Company	The new company will need to have a suitable reserves policy and therefore the Council may have to provide a level of subsidy over and above any management fee in the early years of operation (or accept the cash flow risk). Likely to have higher central costs as it will require its own senior management team (Chief Executive, Finance Director etc.)	3

Revenue Impact	**Ability to maximise revenue, through performance and / or governance structure.** **Ability to effectively manage expenditure and costs.** **Ability to reduce the net cost of the service.** **Ability to demonstrate value for money.**	**Score**
	They can be set up under an appropriate structure to receive VAT and NNDR relief. Likely to be able to apply for more funding than the local authority. There will be one-off set up costs for the LATC in the region of £560k. Any profit could be re-invested back into the facilities. Revenue risk will ultimately be underwritten by the Council. A LATC is likely to require an annual management fee of £1.2m, or £930k under an agency model. With the Councils central support costs retained a LATC is only likely to be able to offer savings under an agency model and these savings can only be achieved if a two tier workforce is possible. Outcomes can be built into specification as, with external contractor, delivery will depend on level of local knowledge and resource (budget) within the company. May be able to use specialist resource from the Council. Ability to gain external funding for projects and likely to be a not for profit organisation whose objectives will include social value outcomes. The Council can request that as part of the annual performance requirements a social value report is produced for the contract. Social value outcomes can be built into the specification linked to council targets for example: **Local economic benefit:** • Increase in local resident workforce across the facilities • A reduction in the number of residents on Employment Support Allowance (ESA), or similar • Increasing workforce development opportunities such as coach education courses, work experience and apprenticeship schemes • Increase in use of local suppliers across the facilities **Sustainability/ Environmental improvements** • Reduction in annual CO2 emissions • Reduction in annual energy use • Increase in recycling rate • Decrease in waste	

Revenue Impact	Ability to maximise revenue, through performance and / or governance structure. Ability to effectively manage expenditure and costs. Ability to reduce the net cost of the service. Ability to demonstrate value for money.	Score
	These can be aligned with the Councils' policies. Resource is required in the client team to ensure (technical) data is accurate and meaningful and effective targets are included as the contact matures. There needs to be effective 'carrot and stick' mechanisms to ensure the LATC delivers against the targets. Longer term contracts incentivise those measures with financial payback (for example environmental improvements). It is also important for the operator to measure and calculate the social value with an agreed methodology with the client. Consequently, due to the specification and contract requirements, the Council can stipulate the level of measuring and reporting required and KPI's to achieve ensuring it meets the same standard as if it was delivered in-house. Against the in-house model it is expected that a LATC will be as effective in monitoring, measuring and reporting on social value.	
Weighting	**30%**	

Table 20 – Capital Resource Evaluation

Capital Resource	Ability to generate capital investment, attract external investment and support the design, build and mobilisation of new / re-developed facilities	Score
	Leisure Centres	
In-house	The Council would need to explore opportunities for investment, i.e. through prudential borrowing, funding streams i.e. SE and potential of grants. If future funding is not available, then the Council is dependent on either grant funding / NGB funding linked to programme development etc. or it can gain funding through leasing type arrangements. These generally enable fitness / ancillary and other income generating projects to be undertaken at the centres, although the Council must guarantee the investment. The Council will project manage the investments and takes the risk in any resulting projected income generation.	5
External Contractor	National operators are more likely to be able to fund equipment / ICT fit out and lifecycle works. They have good supplier links and achieve economies of scale. Organisations may be able to access funding for smaller investments, but the preference is for the Council to fund larger scale works projects. The borrowing rates are more cost effective and as operators do not 'own' the buildings, loans are based on future revenue improvements as opposed to using assets / long leases as collateral. The Council is more able to transfer the full risk of any investments to partners in terms of project delivery and business plan projections. Many organisations have delivered capital projects and have established supply chains with specific leisure experience.	4

Capital Resource	Ability to generate capital investment, attract external investment and support the design, build and mobilisation of new / re-developed facilities	Score
	Some partners can offer VAT efficient build schemes, where the Council is the principal for the capital development schemes and the operator is the principal for the revenue. Whilst it is still the Council that can access capital investment more cheaply, the benefit is that external contractors typically have experience of being innovative and investing into customer critical areas and there are many examples where the operators have significantly reduced the revenue position with investment into facilities but importantly taken the delivery risk. All capital improvements are based on a 'pay back' period or return on investment, based on the contract length.	
Local Authority Trading Company	LATC will not have direct access to capital resources, the responsibility will remain with the Council. However, where the Council funds capital investment, the LATC will use the revenue improvements to repay the capital costs. Unlikely to have the experience within the management team to project manage large scale investment projects. Ultimately though, with LATC having a limited trading history, any risk of these payments being made falls back to the Council.	3
Weighting	**10%**	

8.2. Evaluation Scores

8.2.1. Given the descriptive assessment of each management option being able to meet the Council's requirements, each criterion has been scored for each management option. The summary of the overall scores is shown in the table below.

Table 21 – Evaluation Scores

	Criteria	Measures	Overall weighting	In-House	External Contractor	LATC		In-House	External Contractor	LATC
1	Delivery of strategic outcomes	Able to understand the community within which the organisation is working to deliver the strategic outcomes of the Council, including: increased usage and participation and working in partnership with communities and partners to deliver strategic outcomes	15%	5	4	5		15%	12%	15%
2	Quality of service and Customer satisfaction	How well will services be planned, developed and delivered to improve/maintain quality services. Ability to create high levels of customer satisfaction throughout all areas of service delivery.	15%	4	4	4		12%	12%	12%
3	Council Influence and Control	Degree to which the option enables the Council to influence services on a day-to-day basis.	5%	5	3	4		5%	3%	4%
4	Risk/sustainability	Ability to manage financial risk and the organisation is sustainable in the long term. Level of risk that can be transferred.	10%	4	4	3		8%	8%	6%

	Criteria	Measures	Overall weighting	In-House	External Contractor	LATC		In-House	External Contractor	LATC
5	Risk / operations	Ability to manage day to day operational risk of complex leisure centres/services. Effective asset management The degree to which the facilities and services will be protected Can effectively collect, record, monitor and report on performance data to inform decision making process Decision making - Ability to implement changes efficiently and effectively	10%	4	5	4		8%	10%	8%
6	Staffing	Degree of impact on local employment, impact upon staff terms and conditions, future opportunities for staff development.	5%	4	4	4		4%	4%	4%
7	Revenue Implications and Value for Money	Ability to maximise revenue, through performance and / or governance structure. Ability to effectively manage expenditure and costs. Ability to reduce the net cost of the service. Ability to demonstrate and deliver value for money	30%	4	4	3		24%	24%	18%
8	Capital resources	Ability to generate capital investment, attract external investment and support the design, build and mobilisation of new / re-developed facilities	10%	5	4	3		10%	8%	6%
			100%	**35**	**32**	**30**		**86%**	**81%**	**73%**

9. CONCLUSIONS

9.1. Based on the evaluation criteria and weighting the **in-house option scores the highest against the Council's priorities.** Although the external contractor option is only 5% lower.

9.2. The potential for financial savings under a different model are only likely to be realised under an agency model, with an external contractor. This is predominantly due to the Council not being able to reduce its existing central support costs if the leisure service was externalised.

9.3. External Contractor Summary

9.3.1. The external contractor model, scores the highest from a revenue perspective across the leisure centres. Whilst its ability to deliver against leisure and health outcomes is not deemed to be as effective as the in-house or LATC options, the Council will have substantial control over this through the contract specification and if the Council decided to go out to procurement it will be essential to ensure the specification and KPI's reflect the Council's priorities and strategic objectives.

9.3.2. A relatively cautious approach has been taken with staff savings, as on transfer all terms and conditions are protected. The evaluation also considers the potential impact of the Employment Rights Bill, which could significantly reduce the potential for staff savings.

9.3.3. If the Council could further reduce the level of central support costs that remain with the Council after transfer then additional savings could be achieved with the external contractor model.

9.4. In-house Summary

9.4.1. The current service delivery cost the Council £1.3m in 2024/25, higher than the projected external contractor management fee.

9.4.2. In-house management now benefits from the change in VAT guidance, enabling councils to treat leisure income as non-business. Consequently, an in-house model is no longer disadvantaged compared to local trusts and external contractors that benefit from VAT relief. The in-house model also benefits from having no irrecoverable VAT costs.

9.4.3. It is expected that under in-house management the leisure service would better achieve strategic outcomes due to its local focus, compared to the external contractor option. The Council has implemented a number of operational improvements over the last two years, which has resulted in increases in fitness and swimming income, with the centres performing well against industry benchmarks, including external operator models.

9.4.4. Under the in-house option all risk remains with the Council.

9.5. LATC summary

9.5.1. The LATC option would also be well placed to deliver against the Council's outcomes however, as a new entity there is slightly more risk involved with this option. It also has significant set-up costs at c.£500k and high ongoing central costs.

Appendix 1 – National Strategies

Strategy/Report	Key Priorities/Purpose
Get Active: a strategy for the future of sport and physical activity 2023	• Being unapologetically ambitious in making the nation more active, whether in government or in the sport sector • Ensuring everyone is focused on increasing physical activity, meaning fewer inactive children, and narrowing the gap on inactivity where groups are not being reached, with visible progress across the country by 2030 • Making sport and physical activity more inclusive and welcoming for all so that everyone can have confidence that there is a place for them in sport • Helping the sector to be welcoming to all, by promoting women's and disability sport, championing diversity across the sector and holding the sector to account for investing in these groups • Setting the future direction for facilities and spaces where people can be active • Working towards a more environmentally sustainable sector that delivers on the government's net-zero ambitions.
Uniting the Movement | Sport England 2021-2031 Future of public leisure | Sport England 2022 Every Move sustainability strategy and action plan 2024 Sustainable facilities and planning | Sport England	• Connecting communities • Positive experiences for children and young people • Strengthening the connection to health • Connecting with health and wellbeing • Alignment of leisure, physical health, mental health and social care • Transitioning from traditional leisure services into an active wellbeing service • Champion equality, diversity and inclusion • Place-based provision • Active environments • Environmental sustainability • Blue-green environment quality and use • Site selection, transport plan, site layout, facility design, construction elements, M&E specifications, energy recovery and conservation methods
PHE Strategy 2020 to 2025	• Healthier diets, healthier weights • Better mental health • Best start in life • Smoke free society • Creating cleaner air • Reduce health inequalities • Create connected, resilient, more cohesive communities • Work with partners in the voluntary and community sector to develop their capacity and strengthen the place of community at the centre of the public health system
Get a move on 2019	• Physical health - Prevent or manage over 20 chronic conditions and diseases, including cancer, stroke and type 2 diabetes • Mental health - Reduce the risk of, and manage, depression, stress and anxiety, and can increase motivation, drive and self-confidence • Social - Provide opportunities for social interaction, build stronger communities and reduce isolation • Environmental - Prevent climate change and air pollution when active travel is facilitated, by reducing the number of vehicles on the road

Strategy/Report	Key Priorities/Purpose
	• Societal - Save the NHS and wider society money. The cost of physical inactivity to the UK is estimated to be £7.4 billion per year
Gear change: a bold vision for cycling and walking (publishing.service.gov.uk) - The second cycling and walking investment strategy (CWIS2) (updated 2023)	• Better streets for cycling and people • Cycling at the heart of decision making • Empowering and encouraging Local Authorities • Enabling people to cycle and protecting them when they do • To see a step-change in cycling and walking • England will be a great walking and cycling nation • Healthier, happier and greener communities • Convenient and accessible travel • Increase the percentage of short journeys in towns and cities to 46% in 2025 • Increase walking activity by 2025 • Increase the percentage of children aged five to ten who usually walk to school to 55% in 2025
National Planning Policy Framework (updated Dec 2024) Planning Practice Guidance (updated Feb 2024)	• Building and strong, competitive economy • Promoting healthy and safe communities • Promoting sustainable transport • Achieving well-designed and beautiful places • Meeting the challenge of climate change, flooding and coastal change
The School Sport and Activity Action Plan July 2019 (Updated 2023) National curriculum in England: physical education programmes of study - Sept 2013	• Aims to improve the quality of PE and school sport provision • Encourages 2 hours of PE a week • Helps to ensure equality of access to sport for girls and boys • Helps to increase the number of children playing sport in school and meeting curriculum expectations, including for swimming and water safety • Develop competence to excel in a broad range of physical activities • Are physically active for sustained periods of time • Engage in competitive sports and activities • Lead healthy, active lives

Appendix 2 - Options for Transfer of Leisure Services to a New Corporate Vehicle[15]

Criteria	Company Limited by Guarantee (CLG)	Community interest company (CIC)	Charitable incorporated organisation (CIO)	Community benefit society (CBS)
Principal features	Company run by directors with a separate membership who guarantee the debts/ liabilities of the company up to a minimal amount. However, directors have to run the company in the best interests of the company, not the Council.	Not a corporate vehicle in itself but rather a "wrapper" around another vehicle - additionally requirement is a social purpose behind a company's activities. Likely to be a company limited by guarantee.	Low key organisation run by trustees, allowing a small organisation to have corporate status, to improve their ability to access grants, employ staff and enter into contracts. Has both members and trustees.	Set up to run as a business but that must be run for the benefit of the community at large, rather than only its members. Any profit made by a *community benefit society* must be used for the *benefit* of the *community.*
Principal Legislation	Companies Act 2006	Companies Act 2006 and Companies (Audit, Investigations and Community Enterprise) Act 2004	Charities Act 2011	Co-operative and Community Benefit Societies Act 2014
What role for council	Council can be a sole member of the CLG, usually having a shareholder's agreement with the company to set out how it oversees what the directors do, though otherwise directors have to run the company in the best interests of the company, not the Council.	Same as CLG	Two types of CIO, foundation or association. Latter not suitable as is for wider membership. With a foundation CIO, the member(s) is/are also the trustee(s), and a trustee has to be an individual person, so the Council cannot be a member/trustee.	Cannot have a sole member, has to have at least 3 members. However, a member can be a corporate body such as the Council. Often used for mutual ownership organisations, where employee-members have a stake in the running of the company, though they cannot receive a share in any profits. Directors elected by the members.
Can the Council award a contract to it directly without a tender exercise?	Yes, if meets the required tests (see note 1 below – Teckal exemption)	Yes, if meets the required tests (see note 1 below – Teckal exemption).	No, insufficient control to meet the Teckal exemption (see note 1 below)	Probably not, insufficient control to meet the Teckal exemption (see note 1 below)
Appropriate for contract model retaining control?	Yes	Yes	No	No
Appropriate for arms' length contract?	Yes, in theory, but if not set up as Teckal company with control, then would have to tender the contract first	Yes, in theory, but if not set up as Teckal company with control, then would have to tender the contract first	Yes, but GBC would have to tender that contract as CIO cannot be a Teckal company	Yes, but GBC would have to tender that contract as CBS cannot be a Teckal company
Appropriate for asset transfer	Yes (but see note 4 below)	Yes (but see note 4 below)	Probably not, as aimed at small charities just starting to expand. Not very familiar form to banks etc.	Yes (but see note 4 below)

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[15] Deborah Down 25th September 2020 © Sharpe Pritchard LLP

Criteria	Company Limited by Guarantee (CLG)	Community interest company (CIC)	Charitable incorporated organisation (CIO)	Community benefit society (CBS)
Governing document (see also below on charity registration and NNDR)	Articles of Association. Typically, this does not allow profits to be passed up to its membership	Articles of Association containing required social objectives and asset lock (see note 5)	CIO model constitution published by the Charity Commission (only limited deviations permitted)	Constitution with required community benefit objectives
Regulator	Companies House	Companies House plus independent CIC Regulator	Charity Commission	Financial Conduct Authority
Can it register as a charity?	Yes, if meets Charity Commission requirements (see note 2 below)	No	Automatically a registered charity	No, but can register as charity for tax purposes with HMRC
NNDR charitable exemption available (see note 3)?	Yes, even if not a registered charity, provided the Articles of Association include the required charitable purposes – CLG has to be an organisation established for charitable purposes **only**	Yes, even though cannot be a registered charity, provided the Articles of Association include the required charitable purposes – CIC has to be an organisation established for charitable purposes **only**	Yes, because automatically a registered charity	Yes, provided that Articles of Association include the required charitable purposes – CBS has to be an organisation established for charitable purposes **only**
Indirect taxation benefits available especially VAT?	Specific advice required taking into account the Council's own partial VAT exemption. There is a Sporting Services VAT exemption (VAT Notice 701/45). Specific considerations about taxing the property if a property disposal.	Specific advice required taking into account the Council's own partial VAT exemption. There is a Sporting Services VAT exemption (VAT Notice 701/45). Specific considerations about taxing the property if a property disposal.	Yes, because by definition is a charitable organisation which gets HMRC registration for charitable purposes and therefore VAT relief. Specific considerations about taxing the property if a property disposal.	Can register as charity for tax purposes with HMRC. Specific considerations about taxing the property if a property disposal.
Speed of incorporation (without separate charity registration)	Once directors selected and Articles of Association prepared, Companies House can register the same day if there are no issues.	Once directors selected and Articles of Association prepared, submit to Companies House. There is an additional form which CH pass on to the CIC Regulator. Registration can only take place by CH once the CIC Regulator has confirmed that it is satisfied there is sufficient social benefit.	Charity Commission website indicates 40 working days if there is no deviation from the model constitution. However anecdotally the CC has a backlog and is very slow.	Slower than CLG but only one registration.
Other considerations	1. Incorporation is only part of the story, still need to either dispose of the assets to, or enter into a contract with, the new corporate vehicle, as well as required GBC governance approval. 2. If GBC is interested in working with another local authority, then a Teckal company can be set up controlled by two local authorities. 3. Council appointed directors need to act in the best interests of the company, and consequently will have to deal with conflict of interest situations. 4. Even with a contract, the contractual payment to the Council may have to be expressed as rent, as having a peppercorn rent with a separate payment to the Council may fall foul of the issue described at note 4; in addition a payment to the Council from say a CLG, and which is not described as rent, may be treated as a profit and so subject to corporation tax.			

Disclaimer

Although the information in this report has been prepared in good faith, with the best intentions, on the basis of professional research and information made available to us at the time of the study, it is not possible to guarantee the financial estimates or forecasts contained within this report.

Max Associates cannot be held liable to any party for any direct or indirect losses, financial or otherwise, associated with any information provided within this report. We have relied in a number of areas on information provided by the client and have not undertaken additional independent verification of this data.

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Name of project, policy, function, service or proposal being assessed:	Leisure Management Option Appraisal
The main objective of (<u>please insert the name of accessed document stated above</u>):	This Equality Impact Assessment supports the Leisure Management Options Report (October 2025*)* and the associated Cabinet decision on the future management of Gedling Borough Council's leisure services. The appraisal reviewed four management models, In-house Management, Local Authority Trading Company (LATC), External Contractor and Agency Model to determine which best meets the Council's financial, strategic and community objectives. The purpose of this EIA is to ensure that the decision to retain the in-house management model takes full account of the potential equality implications for both employees and service users, and that appropriate actions are identified to maintain and promote equality, inclusion and access across the Borough's leisure services. While the appraisal considered the potential impacts of all models, this EIA focuses primarily on the equality implications of the recommended in-house option, as that is the proposal being taken forward for Cabinet approval.

What impact will this (please insert the name) have on the following groups? Please note that you should consider both external and internal impact:

- 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		The in-house model ensures continuity of gender-specific programming, including

					women-only swimming and fitness sessions, which are highly valued by local women and girls for cultural and privacy reasons. Continued Council management allows responsive programming based on local feedback and participation data, ensuring equitable opportunities for men and women. Future facility developments, such as Carlton Active, will be designed to provide gender-neutral and private changing areas.
	Internal		X		The leisure workforce has a balanced gender profile, with women represented across managerial, coaching and operational roles. Retaining in-house management maintains fair pay, continued access to flexible working and parental leave policies, and equal progression opportunities.
Gender Reassignment	External		X		Council-managed facilities already accommodate gender diversity through providing options of single-cubicle changing provision and inclusive membership

					policies. In-house control ensures continued sensitivity to customer needs and appropriate staff training on gender identity and confidentiality.
	Internal		X		The Council’s Equality Policy ensure a trans-inclusive workplace. Retaining management avoids the risk of inconsistent practice if transferred to a new employer.
Age	External		X		The leisure service provides specific activities for all age groups, including Active Ageing classes, junior swim programmes, and free swim offers for children. The in-house model enables direct oversight to sustain affordable pricing for older adults, families and young people.
	Internal		X		The current workforce includes a mix of older experienced staff and younger members of the team. In-house operation supports continuity of employment, access to training, and career progression through the

					Council's Learning and Development Framework.

Marriage and civil partnership	External			X	No direct external impact identified. Facilities and membership policies are inclusive of all family structures.
	Internal			X	Employment policies, including leave and benefits, apply equally to married and civil partnership employees.
Disability	External		X		Direct Council management ensures continued delivery of disability-specific programmes, such as inclusive swimming sessions, adapted gym equipment, and partnerships with disability organisations. Access audits inform improvements to entrances, pool hoists and accessible changing.
	Internal		X		Employees with disabilities benefit from Council occupational health support, reasonable adjustments, and access to assistive technology. Retaining services in-house ensures these remain consistent.

Race & Ethnicity	External		X		Retaining in-house management ensures outreach continues in diverse communities such as Carlton and Netherfield, building on the Council's Active Together partnerships. Targeted marketing and events encourage participation from minority ethnic residents
	Internal		X		The Council promotes diversity in recruitment and ensures fair representation across the workforce. The in-house approach maintains access to equal recruitment processes and training in cultural awareness.
Sexual Orientation	External			X	Leisure facilities and programmes remain open and inclusive to LGBTQ+ users. Pride and inclusion campaigns promoted through the Council's marketing channels increase visibility and acceptance.
	Internal			X	HR policies protect staff from discrimination, with established grievance procedures. Retaining the service in-house preserves

						these protections and inclusive culture.
Religion or Belief (or no Belief)	External				X	Programming continues to reflect cultural and religious needs, such as women-only sessions, private swimming times, and awareness of modesty requirements. The in-house model allows flexibility to adjust timetables around community or faith group requests.
	Internal				X	The Council provides reasonable adjustments for prayer or religious observance breaks under HR policy.
Pregnancy & Maternity	External			X		The in-house model allows retention of programmes supporting pregnant and post-natal women, such as aqua-natal and parent-and-baby sessions.
	Internal			X		Family-friendly employment policies, maternity leave and return-to-work provisions remain unchanged.
Other Groups (e.g. any other vulnerable groups, rural isolation, deprived areas, low income staff etc.)	External			X		Council management safeguards concessionary pricing through the *Gedling* Access Card, Pass for Carers, ensuring affordability for low-income households, carers

Please state the group/s: low-income households, rural communities, carers					and targeted groups. Retains focus on tackling inactivity and inequality through community outreach.
	Internal		X		In-house employment maintains stable pay and terms under NJC conditions, supporting local economic wellbeing.

Is there is any evidence of a high disproportionate adverse or positive impact on any groups?			No disproportionate or adverse impacts have been identified for any protected group. Retaining the in-house management model maintains equality of opportunity for both employees and service users by keeping direct Council control over pricing, programming, workforce policies and concessionary schemes. The appraisal found that alternative delivery models such as a Local Authority Trading Company, external contractor or agency arrangement could in principle maintain equality through contractual requirements but would reduce the Council's ability to monitor and influence access and inclusion. The in-house model therefore represents the option least likely to create inequality and the most effective for sustaining and enhancing positive equality outcomes across Gedling's leisure services.

Is there an opportunity to mitigate or alleviate any such impacts?			No adverse impacts require mitigation; however, there are clear opportunities to strengthen positive outcomes through proactive measures. These include: • Embedding equality and inclusion objectives within the forthcoming Leisure Transformation Programme. • Continuing quarterly equality and participation monitoring across all facilities. • Delivering annual equality, diversity and disability-awareness training for leisure employees. • Maintaining engagement with disability, youth, faith and older-person forums to inform programming and facility design. • Incorporating findings from accessibility audits and consultation into the Carlton Active programme and wider facility improvements. • Together, these mitigations ensure equality considerations remain central to both day-to-day operations and future transformation activity.
Are there any gaps in information available (e.g. evidence) so that a complete assessment of different impacts is not possible?			No significant information gaps have been identified. Further, project-specific EIA will be undertaken at key transformation stages such as Carlton Active and the Redhill/Calverton rationalisation to ensure that emerging design or service changes continue to reflect the needs of protected groups and communities.

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
Regular monitoring of gender participation and	Ongoing	Reports to Programme Board.	Leisure and Wellbeing Transformation Programme

workforce representation will continue. Future facility developments, such as Carlton Active, will be designed to provide gender-neutral and private changing areas.			
Training for front-line leisure staff will continue to include awareness of gender identity and inclusive service delivery. Facility refurbishment plans will consider private changing areas	Ongoing	100% completed Training. Carlton Active designs to include inclusive changing.	Leisure Service Managers Leisure and Wellbeing Transformation Programme Manager.
Maintain youth employment opportunities. Continue targeted programmes for older adults and monitor participation data by age group to identify underrepresentation.	Ongoing	Stakeholder feedback used to inform design and programming.	Leisure Transformation Team
Maintain engagement with disability groups and use audit findings to inform design at Carlton Active. Continue disability awareness training for all leisure staff.	Ongoing	Audit recommendations implemented.	Leisure Management Team
Continue cultural competence and anti-racism training.	Ongoing	100% completed Training.	Leisure Management Team
Continue participation in local equality networks and maintain staff training on LGBTQ+ inclusion.	Ongoing	100% completed Training.	Leisure Management Team

Continue to track concessionary use and target communications to areas of low participation.	Ongoing	Monthly reports to Leisure Portfolio holder	Assistant Director of Communities, Leisure and Wellbeing

Authorisation and Review

Completing Officer	**Tom Fletcher**
Authorising Head of Service/Director	**Lance Juby**
Date	**16th October 2025**
Review date (if applicable)	

Name of project, policy, function, service or proposal being assessed:	Leisure Management Options Appraisal
The main objective of (please insert the name of accessed document stated above):	The Leisure Management Options Appraisal (October 2025) reviewed four potential management models for Gedling Borough Council's leisure services - in-house management, Local Authority Trading Company (LATC), external contractor, and agency model to identify the most effective and sustainable approach for service delivery. This Climate Impact Assessment evaluates how the recommendation to retain the in-house model affects the Council's ability to deliver on its net zero carbon by 2030 commitment and broader sustainability objectives. The appraisal forms part of the Council's wider Leisure and Wellbeing Transformation Programme, which includes the development of the Carlton Active facility and the rationalisation of ageing, inefficient sites to reduce carbon emissions and operational costs.

What impact will this (please insert the name) have on the following Please read guidance before completing.

Category	**Negative**	**Positive**	**No impact/ Negligible change**	**Mitigation/ Comments**

Behaviour & Culture Change		X		Retaining in-house management supports ongoing staff and community engagement in sustainable behaviours, including energy-saving practices, sustainable travel, and waste reduction. The Council can continue embedding sustainability messages in leisure programmes e.g. Active Travel initiatives.
Built Environment		X		The decision indirectly supports investment in sustainable buildings through the Leisure Transformation Programme. In-house control allows the Council to prioritise energy efficiency improvements and oversee low-carbon design in new developments such as Carlton Active.
Transport		X		The in-house model enables integration of sustainable travel initiatives (bike storage, EV charging, staff cycle-to-work scheme) within leisure operations. Rationalisation of older sites will reduce

				unnecessary travel between multiple venues.

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Energy, Natural Resources & Climate Change		X		Leisure facilities are among the Council's largest energy users. In-house control ensures alignment with the Carbon Management Plan and the Climate Change and Sustainability Strategy 2022–2030. Opportunities for new leisure facilities include renewable energy generation (solar PV, heat pumps) and improved energy monitoring.
Waste Reduction & Recycling		X		The Council can continue its recycling, composting and waste-reduction schemes across leisure centres, embedding circular economy principles. Training and procurement controls will minimise single-use plastics and non-recyclable materials.
Blue-Green Infrastructure/Biodiversity		X		Retaining management internally ensures biodiversity is considered in facility development and maintenance e.g. landscaping, sustainable

				drainage systems, pollinator-friendly planting at *Carlton* Active.
Procurement & Purchasing		X		Council-led procurement ensures sustainable purchasing policies are maintained, including local sourcing, recycled materials, and low-carbon suppliers. The in-house model retains the Council's control over sustainable procurement standards.

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

Planned Actions	Timeframe	Potential Outcome	Responsible Officer
Incorporate sustainability and carbon-reduction objectives into the Leisure Transformation Programme	2025/26	Clear measurable sustainability targets for leisure operations.	Leisure & Wellbeing Transformation Programme Manager
Complete energy audits and carbon baselines for all leisure centres.	2025/26	Improved data on energy consumption and emissions.	Property / Sustainability Management Team
Ensure Carlton Active design incorporates renewable energy solutions.	2025-2027	Reduced operational carbon and improved energy efficiency.	Leisure Transformation Team / Alliance Leisure
Continue staff sustainability awareness Training programme within leisure services.	Ongoing	Increased staff engagement in carbon reduction and waste minimisation.	Service Leads

Maintain quarterly reporting of energy, waste and water use across all sites.	Ongoing	Evidence of reduced emissions and improved resource efficiency.	Service Leads/ Sustainability Lead

Authorisation and Review

Completing Officer	**Tom Fletcher**
Authorising Head of Service/Director	**Lance Juby**
Date	**16/10/2025**
Review date (if applicable)	