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Gedling Borough Council

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

Agenda

Cabinet

Date: **Thursday 16 July 2026**

Time: **2.00 pm**

Place: **Council Chamber**

For any further information please contact:

Democratic Services

committees@gedling.gov.uk

0115 901 3906

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Cabinet

Membership

Chair	Councillor John Clarke
Vice-Chair	Councillor Jenny Hollingsworth
	Councillor Kathryn Fox
	Councillor Viv McCrossen
	Councillor Marje Paling
	Councillor Lynda Pearson
	Councillor Henry Wheeler
	Councillor Kyle Robinson-Payne

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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

Page

1 **Apologies for Absence**

2 **To approve, as a correct record, the minutes of the meeting held on 25.06.26** 5 - 7

3 **Declaration of Interests**

4 **Forward Plan** 9 - 17
Report of the Democratic Services Manager

5 **Housing Strategy 2026-2030** 19 - 125
A report of the Assistant Director of Housing

6 **Gedling BC Asset Management Plan 2026-2028** 127 - 158
Report of the Property Services Manager

7 **Gedling Economic Growth Framework** 159 - 235
Report of the Assistant Director of Economic Growth and Regeneration

8 **The Gedling Visitor Economy Destination Management Plan** 237 - 313
Report of the Assistant Director of Economic Growth and Regeneration

9 **Anti Fraud and Corruption Strategy 2026** 315 - 342
Report of the Chief Finance Officer & Section 151 Officer

10 **Annual Complaints Update** 343 - 373
Report of the Deputy Chief Executive and Monitoring Officer

11 **Corporate Risk Strategy** 375 - 424
Report of the Deputy Chief Executive and Monitoring Officer

12 **Annual Report of the Senior Information Risk Owner** 425 - 435
Report of the Deputy Chief Executive and Monitoring Officer

13 **Annual CCTV Update** 437 - 457
Report of the Legal Services Manager

14 **Annual Update on the application of the Regulation of Investigatory powers Act 2000** 459 - 489

Report of the Legal Services Manager

15 **Whistleblowing Report 2026** 491 - 512

Report of the Deputy Chief Executive and Monitoring Officer

16 **Any other items the Chair considers urgent.**

MINUTES
CABINET

Thursday 25 June 2026

Councillor John Clarke (Chair)

Present:	Councillor Kathryn Fox	Councillor Lynda Pearson
	Councillor Viv McCrossen	Councillor Henry Wheeler
	Councillor Marje Paling	Councillor Kyle Robinson-Payne

Absent: Councillor Jenny Hollingsworth

Officers in Attendance: M Hill, F Whyley, N Osei, S Troman, D Reason, S Anderson and L Squires

116 APOLOGIES FOR ABSENCE.

Apologies for absence were received from Councillor Hollingsworth.

117 TO APPROVE, AS A CORRECT RECORD, THE MINUTES OF THE MEETING HELD ON 21.05.26.

RESOLVED:

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

118 DECLARATION OF INTERESTS.

None.

119 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 six-month period.

RESOLVED:

1. To note the report.

120 GEDLING PLAN Q4 PERFORMANCE 2025/2026 REPORT

The Chief Digital and Customer Officer introduced a report, which had been circulated prior to the meeting, to inform Cabinet in summary of the position against Performance Indicators and Annual Delivery Plan Actions in Quarter 4 of 2025/26.

RESOLVED:

That:

1. The progress against the Annual Delivery Plan and Improvement Performance Indicators for Quarter 4 and the full year of 2025/26 be noted.

121 GEDLING PLAN ANNUAL REPORT 2025/2026

The Chief Digital and Customer Officer introduced a report, which had been circulated prior to the meeting, to seek Cabinet agreement for the publication of the Gedling Plan Annual Report for 2025/26.

RESOLVED:

That:

1. Cabinet approved the Gedling Plan Annual Report 2025/26 for publication internally and externally as described within the report.

122 ANNUAL TREASURY ACTIVITY REPORT 2025/26

The Principal Finance Business Partner introduced a report, which had been circulated prior to the meeting, to inform Members of the outturn in respect of the 2025/26 Prudential Code Indicators, and to advise Members of the outturn on treasury activity, both as required by the Council's Treasury Management Strategy.

RESOLVED:

That:

1. Cabinet approved the Annual Treasury Activity Report for 2025/26 and referred it to Full Council for approval, as required by the regulations.

123 BUDGET OUTTURN AND BUDGET CARRY FORWARDS 2025/26

The Principal Finance Business Partner introduced a report, which had been circulated prior to the meeting, to inform Cabinet of the final outturn position for 2025/26.

RESOLVED:

That Cabinet:

1. Noted the Budget Outturn figures for 2025/26;

2. Approved the movements in Earmarked Reserves and Provisions as detailed in paragraphs 2.7 and 2.8, including the repurposing of reserves identified in paragraph 2.7.3;
3. Noted the capital carry forwards approved by the Chief Financial Officer included in Appendix 6, being amounts not in excess of £50,000 and committed schemes above £50,000.
4. Approved the capital carry forwards of £1,517,500 included in Appendix 6 for non-committed schemes in excess of £50,000.
5. Referred to Council for approval:
   i) The overall method of financing of the 2025/26 capital expenditure as set out in paragraph 3.4;
   ii) ii) The determination of the minimum revenue provision for the repayment of debt as set out in paragraph 3.5.

124 MODERN SLAVERY AND HUMAN TRAFFICKING 25/26

The Chief Executive introduced a report, which had been circulated prior to the meeting, to seek Cabinet approval of the Modern Slavery and Human Trafficking Statement 2025/26, including the associated commitments to practical action.

RESOLVED:

That:

1. Cabinet approved the Modern Slavery and Human Trafficking Statement 2025/26.

125 ANY OTHER ITEMS THE CHAIR CONSIDERS URGENT.

None.

The meeting finished at 3.18 pm

Signed by Chair:
Date:

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Report to Cabinet

Subject: Forward Plan

Date: 16th July 2026

Author: Democratic Services Manager

Wards Affected

All

Purpose

To present the Executive's draft Forward Plan for the next six-month period.

Key Decision

This is not a Key Decision.

Recommendation(s)

THAT:

Cabinet notes the contents of the draft Forward Plan making comments where appropriate.

1 Background

1.1 The Council is required by law to give to give notice of key decisions that are scheduled to be taken by the Executive.

1.2 A key decision is one which is financially significant, in terms of spending or savings, for the service or function concerned (more than £500,000), or which will have a significant impact on communities, in two or more wards in the Borough.

1.3 In the interests of effective coordination and public transparency, the plan includes any item that is likely to require an Executive decision of the Council, Cabinet or Cabinet Member (whether a key decision or not). The Forward Plan covers the following 4 months and must be

updated on a rolling monthly basis. All items have been discussed and approved by the Senior Leadership Team.

2 Proposal

2.1 The Forward Plan is ultimately the responsibility of the Leader and Cabinet as it contains Executive business due for decision. The Plan is therefore presented at this meeting to give Cabinet the opportunity to discuss, amend or delete any item that is listed.

3 Alternative Options

3.1 Cabinet could decide not agree with any of the items are suggested for inclusion in the plan. This would then be referred back to the Senior Leadership Team.

3.2 Cabinet could decide to move the date for consideration of any item.

4 Financial Implications

4.1 There are no financial implications directly arising from this report.

5 Legal Implications

5.1 There are no legal implications directly arising from this report.

6 Equalities Implications

6.1 There are no equalities implications arising from this report.

7 Carbon Reduction/Environmental Sustainability Implications

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

8 Appendices

8.1 Appendix 1 – Forward Plan

9 Background Papers

9.1 None identified

10 Reasons for Recommendations

10.1 To promote the items that are due for decision by Gedling Borough Council's Executive over the following six-month period.

Statutory Officer approval	
Approved by:	Chief Financial Officer
Date:	08/07/2026 (report content)
Approved by:	Monitoring Officer 08/07/2026 (report content)

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Gedling Borough Council FORWARD PLAN

FOR THE PERIOD 1 JULY 2026 TO 31 JANUARY 2027

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 Community Protection, Communications and Engagement
Councillor Jenny Hollingsworth – Deputy Leader and Portfolio Holder for Sustainable Growth and Economy
Councillor Kyle Robinson-Payne – Portfolio Holder for Corporate Resources and Performance
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, Parks and Environmental Health
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.

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?
Annual Treasury Activity Report 2025/26 To inform Members of the outturn in respect of the 2025/26 Prudential Code Indicators, and to advise Members of the outturn on treasury activity, both as required by the Council's Treasury Management Strategy.	**25 Jun 2026 Cabinet**	Tina Adams, Chief Finance Officer & S151 Officer, Scott Anderson, Finance Business Partner	Officer Report	Leader of the Council	Open Yes
Budget Outturn and Budget Carry Forwards 2025/26 This report presents the Budget Outturn and Budget Carry Forwards for 2025/26. Cabinet is asked to note the final outturn position for 2025/26 and: a) Approve the movements on earmarked reserves and provisions; b) Note the capital carry-forward budgets approved by the Chief Financial Officer in accordance with Financial Regulations; c) Approve the carry forward of non-committed capital budgets from 2025/26 as additions to the 2026/27 budget in accordance with Financial Regulations. d) Recommend that Council approve the method of financing the 2025/26 capital expenditure which includes making the determinations required for the minimum revenue provision.	**25 Jun 2026** **16 Sep 2026 Cabinet** **Council**		Officer Report		Open Yes
Gedling Plan Q4 Performance 2025/2026 Report Update on the annual delivery plan and performance for Q4	**25 Jun 2026 Cabinet**	Dan Reason, Chief Digital and Customer Officer	Officer Report	Leader of the Council	Open No
Gedling Plan Annual Report 2025/2026	**25 Jun 2026 Cabinet**	Dan Reason, Chief Digital and Customer	Officer Report		Open

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?
		Officer			No
Modern Slavery and Human Trafficking 25/26	**25 Jun 2026 Cabinet**	Mike Hill, Chief Executive	Officer Report		Open No
Gedling BC Asset Management Plan 2026-2028 The Asset Management Plan (AMP) sets out the Council's approach to managing it's property portfolio effectively and responsibly. The plan feeds into the corporate strategy and goes into more detail on the individual assets and how these perform. The AMP sets out detailed actions, responsibilities, timelines, and resource requirements and on five categories which are to retain, dispose, demolish, invest or repurpose. The AMP has been developed in collaboration with service departments and will be reviewed annually.	**16 Jul 2026 Cabinet**	Azmat Mir, Property Services Manager	Officer Report	Leader of the Council	Part exempt Yes
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.	**16 Jul 2026 Cabinet**	Paul Whitworth, Assistant Director - Housing and Resettlement	Officer Report	Portfolio Holder for Sustainable Growth and Economy	Open Yes
Unacceptable Behaviour Policy To seek approval from Cabinet on the unacceptable behaviour policy.	**16 Jul 2026 Cabinet**	Francesca Whyley, Deputy Chief Executive & Monitoring Officer	Officer Report	Portfolio Holder for Life Chances and Vulnerability	Open No

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?
Annual Complaints Update Update to Members on complaint numbers and the Annual Letter from the Local Government and Social care Ombudsman	**16 Jul 2026 Cabinet**	Francesca Whyley, Deputy Chief Executive & Monitoring Officer	Officer Report	Leader of the Council	Open No
Annual Report of the Senior Information Risk Owner Annual update on the work undertaken in respect of Information Governance in 2025/26	**16 Jul 2026 Cabinet**	Francesca Whyley, Deputy Chief Executive & Monitoring Officer	Officer Report	Portfolio Holder for Corporate Resources and Performance	Part exempt Updates in relation to data and ICT security may reveal information in relation to the business operations of the Council which if disclosed may lead to an increased risk to data security. No
Annual CCTV Update Update on the council's use of CCTV for 2025/26	**16 Jul 2026 Cabinet**	Francesca Whyley, Deputy Chief Executive & Monitoring Officer	Officer Report	Leader of the Council	Open No
Annual Update on the application of the Regulation of Investigatory powers Act 2000 An update on the compliance and use of powers under RIPA for 2025/26	**16 Jul 2026 Cabinet**	Francesca Whyley, Deputy Chief Executive & Monitoring Officer	Officer Report	Leader of the Council	Open No
Update on the Work of the Policy Advisors	**3 Sep 2026 Cabinet**	Mike Hill, Chief Executive	Officer Report		Open No

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?
Budget Monitoring and Virement Report for the period April to July 2026 To update Cabinet on the forecast outturn for Revenue and Capital Budgets for 2026/27. The budgets include all approved carried forward amounts from the 2025/26 financial year. To request approval from Cabinet for the changes to the budget as set out in this report.	**3 Sep 2026** **16 Sep 2026 Cabinet** **Council**	Scott Anderson, Finance Business Partner	Officer Report	Leader of the Council	Open Yes
Prudential Code Indicator Monitoring 2026/27 and Treasury Activity Report for the Period April 2026 to July 2026 To inform Members of the performance monitoring of the 2026/27 Prudential Code Indicators, and to advise Members of the Treasury activity as required by the Treasury Management Strategy.	**3 Sep 2026** **16 Sep 2026 Cabinet** **Council**	Tina Adams, Chief Finance Officer & S151 Officer, Scott Anderson, Finance Business Partner	Officer Report	Leader of the Council	Open Yes

Page 101

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Report to Cabinet

Subject: Housing Strategy 2026-2030

Date: 16th July 2026

Author: Assistant Director of Housing and Resettlement

Wards Affected

Borough-wide

Purpose

To seek Cabinet approval to adopt the Housing Strategy 2026-2030

Key Decision

This is a key decision.

Recommendation(s)

That Cabinet:

a) **Notes the representations and comments received during the public consultation, together with the officer responses set out in Appendix 4; and**
b) **Approves the adoption and implementation of the Housing Strategy 2026–2030; and**

c) **Delegates authority to the Director of Place, in consultation with the Portfolio Holder for Communities and Place, to make minor future amendments to the Housing Strategy 2026–2030, including typographical, formatting, imagery and other non-material changes required to keep the documents accurate and up to date.**

1 Background

1.1 Section 29 of the Deregulation Act 2015 removed the requirement of Housing Authorities to publish a Housing Strategy. The Council in response to the removal of this

requirement has not produced a Housing Strategy since 2014 (Housing Strategy 2009 – 14).

1.2 Although the Council is not required to produce and implement a Housing Strategy, it has discretion to do so. A Housing Strategy can provide a mechanism for the Housing Authority to articulate its vision, priorities, objectives, actions and performance targets for improving the quality, supply, and affordability of housing within its boundary and to address both local and national challenges and opportunities. It provides a framework within which statutory services can be delivered and is considered best practice.

1.3 The Council initiated a project to develop a Housing Strategy and a plan to deliver the key priorities identified. A Steering Group was established including internal Council Officers and external partners and stakeholders including Public Health representation. This Steering Group led by the Strategic Housing Manager agreed the framework for the development of the Gedling Housing strategy.

1.4 The proposed Housing Strategy 2026-2030 has been produced to align with existing Council policies and aims to provide an overarching framework to address the overall housing needs of the Borough.

1.5 The borough is home to a diverse range of people with varying and evolving needs associated with age, health, disability, and levels of vulnerability and this strategy sets out the Council future plans and objectives to address these needs over the next five years.

1.6 The key priorities which have been identified in the Strategy include:

Priority 1 – The Provision of new housing.

Priority 2 - Helping those that need a home.

Priority 3 - Improving the quality of existing housing within the borough.

Priority 4 – Looking after our residents in their homes.

For each key priority, the strategy sets out the current position, the progress made to date, and the actions planned to address these areas over the next five years.

1.7 The Housing Strategy is supported by a plan to deliver the key priorities identified. which is a live and working document that outlines how the Council will address and deliver the priorities contained in the strategy.

1.8 The plan has been developed giving full regard to the key priorities identified in paragraph 1.6 of this report and includes areas of work that are already in progress. It includes cross council departmental actions and responsibilities which will be delivered

mostly through our Housing, Welfare, Private Sector Housing and Planning Policy service areas.

1.9 A period of consultation was undertaken for an initial 6-week period. This commenced on the 16th of February and was due to end on the 29th of March, but it was agreed to extend for a further 2 weeks until the 12th of April. The consultation aimed to seek views on the draft Housing Strategy 2026-2030.

1.10 A copy of the Housing Strategy 2025-2030 is included in this report and can be found at Appendix 1.

1.11 A copy of the consultation questions can be found at Appendix 2

1.12 The Steering Group identified the key stakeholders needed to commence the consultation and a full list of these is attached in this report at Appendix 3.

2 Consultation

2.1 A total of 41 responses were received during the consultation period. These representations have been summarised in Appendix 4, together with the corresponding officer responses.

2.2 Of the 41 responses received, 39 were submitted by members of the public, one was received from a voluntary, community or social enterprise organisation, and one was submitted on behalf of a parish, town, district or county council.

2.3 92% of the responses were received from owner occupier residents, 5% from the rented sector and 3% from those living with relatives.

2.4 All comments received through the public consultation have been welcomed and considered in finalising the Strategy and key priorities. Following the comments received during the consolation process the following changes have been made to the original draft version: -

- *A paragraph has been added to page 2 to address the priority to build new homes meeting energy efficiency standards and improving the energy efficiency of the existing housing stock in the borough.*
- *The current housing issues faced on page 4 have been updated and reference to improving the energy efficiency of existing homes to EPC C or above.*
- *The Carbon Management Strategy and Action Plan and the East Midlands Local Retrofit Strategy have been added to the Strategic Framework on page 6.*
- *An additional action point has been added to Priority 1 on page 47 relating to delivering housing related actions for new build properties within the Council's Carbon Management Strategy and Action Plan.*
- *An additional action point has been added to Priority 3 on page 49 relating to delivering housing related actions for existing properties within the Council's Carbon Management Strategy and Action Plan and the East Midlands Local Retrofit Strategy.*

3 Proposal

3.1 It is proposed that Cabinet approves the adoption and implementation of the Housing Strategy 2026-2030.

3.2 The Strategy will provide the Council with an overarching framework for addressing housing need across the Borough. This includes supporting the provision of new housing, helping those who need access to a home, improving the quality of existing housing, and enabling residents to live safely and independently in their homes.

3.3 The Delivery of key priorities plan will operate as a live working document, setting out the actions, responsibilities and timescales required to deliver the priorities identified within the Strategy. It will be reviewed and updated as necessary to reflect changes in local housing need, national policy, legislation, funding opportunities and service priorities.

3.4 It is proposed that authority is delegated to the Director of Place, in consultation with the Portfolio Holder for Communities and Place, to make minor future amendments to the Housing Strategy 2026–2030, including typographical, formatting, imagery and other non-material changes required to keep the documents accurate and up to date.

3.5 Cabinet is asked to note the representations received during the public consultation and the officer responses set out in Appendix 4. The consultation feedback has been considered and has informed the final version of the Strategy.

4 Alternative Options

4.1 Do Nothing

An alternative option would be for the Council not to produce a Housing Strategy. Although there is no statutory requirement to have a Housing Strategy, this option is not recommended. Without an adopted Strategy, the Council would not have a clear framework setting out its housing priorities, objectives and actions for improving the supply, quality and affordability of housing across the Borough. This would reduce the Council's ability to take a coordinated approach to key housing challenges affecting residents and communities, including homelessness, domestic abuse, housing quality and access to suitable accommodation.

4.2 Joint Housing Strategy

Alternatively, the Council could consider developing a joint Housing Strategy with other Nottinghamshire councils. However, this option is not recommended. A number of councils in Nottinghamshire have chosen not to produce a Housing Strategy, while others that retain their own housing stock already have strategies in place or are developing

their own. In these circumstances, producing a joint strategy is unlikely to be practical or proportionate and would not provide the locally focused framework required to address Gedling's specific housing needs and priorities.

5 Financial Implications

5.1 There are no specific financial implications identified other than the utilisation of existing funding streams.

6 Legal Implications

6.1 Section 87 of the Local Government Act 2003 required local housing authorities to develop and maintain a Housing Strategy. However, these powers and requirements were removed under Section 29 of the Deregulation Act 2015 meaning a Council can use its own discretion as to whether a strategy is required.

7 Local Government Reorganisation Implications

7.1 The Housing Strategy 2026–2030 has been prepared with regard to the Local Government Reorganisation process and will support the Council in preparing for transition by providing a clear, evidence-based statement of local housing need, priorities and planned delivery. The Strategy will help ensure continuity of focus on key housing issues during any period of organisational change, including the provision of new homes, homelessness prevention, housing quality, private sector housing, energy efficiency and support for residents to live safely and independently. It will also provide a robust local framework to inform future service design, partnership working, resource planning and the transfer or alignment of housing-related functions as LGR progresses.

8 Equalities Implications

8.1 An Equality Impact Assessment can be found at Appendix 5 of this report.

9 Carbon Reduction/Sustainability Implications

9.1 A Carbon Impact Assessment can be found at Appendix 6 of this report.

10 Appendices

10.1 Appendix 1: Housing Strategy 2026-2030

10.2 Appendix 2: Consultation response form

10.3 Appendix 3: Stakeholder analysis

10.4 Appendix 4: Public Consultation and Officer Responses

Appendix 5: Equality Impact Assessment.

10.5 Appendix 6: Carbon Impact Assessment

10.6

11 Background Papers

11.1 None

12 Reasons for Recommendations

12.1 The recommendations are made to enable the Council to adopt a clear strategic framework for meeting housing need across the Borough over the period 2026-2030. The Strategy will support a coordinated approach to increasing the supply of new homes, helping residents who need access to suitable housing, improving the quality and energy efficiency of existing homes, and supporting residents to live safely and independently in their homes.

Adoption of the Strategy is also recommended because the consultation responses have been considered and have informed amendments to the final Strategy, including additional emphasis on energy efficiency, carbon reduction and retrofit activity. This demonstrates that the Council has listened to representations received and has strengthened the final documents where appropriate.

Approval will allow the delivery of key priorities to be implemented as a live working document, with clear actions, responsibilities and timescales that can be monitored and updated in response to changing local housing need, national policy, legislation and funding opportunities. This will help ensure that the Council and its partners remain focused on practical delivery and measurable outcomes for residents and communities.

Delegating authority to the Director of Place in consultation with the Portfolio Holder for Communities and Place will enable any minor future editing changes to the strategy such as typographical, formatting or changes to imagery required to keep the strategy accurate and up to date.

Statutory Officer approval

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

Approved by:
Date:
On behalf of the Monitoring Officer

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Gedling Borough Council Housing Strategy

2026-2030

Contents

Purpose of the Strategy	2
Vision	2
Local Government Review (LGR)	3
Local Authority Strategic Housing Role	5
Gedling Borough Context	5
Strategic Framework	6
National and Local Context	7
Demographics of Gedling Borough	8
Health	9
Economics of the Borough	11
Priority 1 – The Provision of New Housing	13
Priority 2 – Helping those that want or need a home	19
Priority 3 – Improving the quality of existing housing within the borough	31
Priority 4 – Looking after our residents in their homes	38
Delivery of key priorities for the next 5 years	46

The Purpose of the Strategy

This Housing Strategy sets out Gedling Borough Council's vision and priorities for housing in the Borough for the next five-year period until 2030 and the actions that will be taken to meet local need. The Housing Strategy is an overarching document that aims to encompass all the aspects of the Council's housing policy and housing related services provided directly or indirectly within the Borough. This includes supporting the delivery of new homes that meet energy efficiency standards, while also improving the energy performance of the existing housing stock. The Strategy also covers planning policy, the social housing register, homelessness prevention, domestic abuse, specialist housing, aids and adaptations, and the private rented sector, including selective licensing in parts of the Borough. It refers to the legislative frameworks, corporate policies and strategic plans that shape the Council's approach to housing across Gedling.

Vision

The Gedling Legacy Plan 2026-2028 sets out four key priorities: Economy, Community, Place and Council. Housing falls under the "Place" priority and aims to enable a safe, attractive, clean and culturally vibrant Borough that plays its part to tackle the climate emergency. This Strategy supports that work to ensure that individuals and families can access high quality, affordable and energy efficient housing to bring life to neighbourhoods.

At the heart of the Council's vision is the ethos of

"Serving People, Improving Lives"

Local Government Reorganisation (LGR)

Local Government reorganisation for Nottingham and Nottinghamshire aims to abolish the nine current Councils and create two new unitary authorities.

It offers opportunities to create more effective, streamlined services by reducing duplication, clarifying accountability, making significant efficiency savings, forming stronger strategic influence and simplifying service delivery. It will also modernise IT systems to enable the provision of more efficient, effective, and digitally enabled services.

Its key aims are: -

- **Strategic Investment and Growth:** Larger unitary Councils are better positioned to attract and coordinate significant investment and secure Government grants for large-scale projects, such as retrofit and growth programmes.

- **Streamlined Planning and Development:** The consolidation of planning functions and the merging of legacy plans can provide a clearer, more consistent strategic framework, potentially support larger development sites and align housing delivery with necessary infrastructure more effectively in the long term. This can help speed up house building in the new authority areas.

- **Larger-Scale Planning:** Unitary structures can support planning for larger development sites and better align housing with necessary infrastructure, such as transport networks and schools, across a wider geographical area.

- **Integrated Service Delivery:** Bringing services like housing, public health, and social care under a single authority allows for a more holistic approach to complex challenges. This means better support for families in need of housing can be integrated with other support services, addressing the root causes of issues like homelessness more effectively.

- **Consistent Policies:** Larger unitary Councils can lead to more consistent housing policies and commissioning arrangements (e.g., for homelessness prevention or supported housing) across wider areas, reducing complexity for housing providers.

- **Locally Tailored Policies:** Enhanced local control means authorities can better address specific housing challenges relevant to their communities, whether that involves rural affordable housing or urban placemaking and regeneration, rather than a one-size-fits-all national approach.

When a local government body prepares for changes, such as a reorganisation or the transfer of powers, several key areas require review. In preparation for Local Government Reorganisation, Gedling Borough Council will create a strategic Corporate Legacy Succession Plan which will address these key areas and outline how services will continue to be delivered until new policies are fully adopted by the newly formed Councils.

As part of this Housing Strategy, the Council have identified four priorities as follows:

Priority 1 - The provision of new housing

Priority 2 - Helping those that want or need a home

Priority 3 - Improving the quality of existing housing within the borough

Priority 4 - Looking after our residents in their homes

Current Issues

- The current housing situation in the Borough is a complex issue with a range of causes and consequences.
- The local housing market has changed over the past few years with house prices and rents increasing.
- It is a national problem that affects people of all ages, genders, race and backgrounds.
- An increase in life expectancy means people are living longer. Individuals require more care and support and as they age their housing circumstances can also alter.
- Rising housing costs in the private rental sector are making it more difficult for households to find affordable homes.
- The current supply of affordable housing does not meet the current demand, leading to overcrowding, homelessness and a long housing waiting list.
- There is an increase in construction and land costs which is impacting the delivery of affordable homes.
- There is an increase in the number of refugee and asylum seeker households needing housing support.
- There is an increasing number of households becoming homeless with the Council having to place significant numbers of people into temporary accommodation to meet its duties.
- The Government have announced their proposal to create more unitary Councils giving more power locally around key services such as housing and planning.
- A new Combined County Authority has been established for Derbyshire, Nottinghamshire, Derby City and Nottingham City. It will work closely with local Councils, landowners, and developers, to turn some of the region's most challenging sites into thriving neighbourhoods with the focus on creating high-quality homes that are environmentally friendly and built to last.
- There is an increase in families requiring accessible and adaptable accommodation.
- Building new energy efficient homes in line with current standards
- Improving the energy efficiency of existing homes to EPC C or above

Local Authority Strategic Housing Role

Although Gedling Borough Council is not a housing provider, following a stock transfer to Jigsaw Homes Midlands (formerly Gedling Homes) in 2008, the Council retains a number of statutory duties as a strategic housing authority.

Gedling Borough Council's statutory duties and the actions and activities it must deliver, include the following:

- Planning and housing supply: Periodically reviewing the housing needs of the area in relation to housing conditions and the needs of the Borough.
- Awarding grants to disabled persons to allow them to adapt their homes to meet their needs, subject to means testing and up to a prescribed maximum amount.
- Providing and publishing a Housing Allocations scheme and allocating housing accommodation in accordance with the scheme.
- Make inquiries into cases of homelessness or threatened homelessness.
- Provide interim accommodation to people who are homeless and are eligible for assistance.
- Secure permanent accommodation for households that have become homeless.
- Ensure that advice about homelessness and the prevention of homelessness is available free to everyone in the borough.
- Publish a new Homelessness Strategy at least every 5 years and take it into account when discharging its functions.
- Inspect dwellings to check if they contain any hazards under the Housing Health and Safety Rating System and take appropriate enforcement action where a category 1 hazard exists.
- Keep the housing conditions in the area under review with the view to identifying action that may need to be taken.
- Licence all Houses in Multiple Occupation where it is occupied by five or more people forming two or more households, and who share amenities like a kitchen or bathroom.
- Develop and publish a Borough Tenancy Strategy.

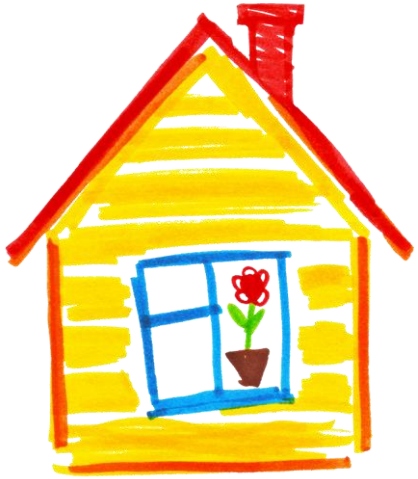
Gedling Borough Context

The Borough is home to a diverse range of people with varying and evolving needs associated with age, health, disability, and levels of vulnerability. Covering an area of 46 square miles, Gedling Borough is an amalgamation of several villages and towns, created by the 1974 reorganisation of Local Government. It stretches northwards from the A52 boundary with Nottingham City, spanning the A60 to the border with Mansfield and Ashfield, where it abuts the M1 at its western edge.

In the east it shares a boundary with Newark and Sherwood District and Rushcliffe Borough, where it encompasses 3 significant rural settlements, Burton Joyce, Calverton and Ravenshead.

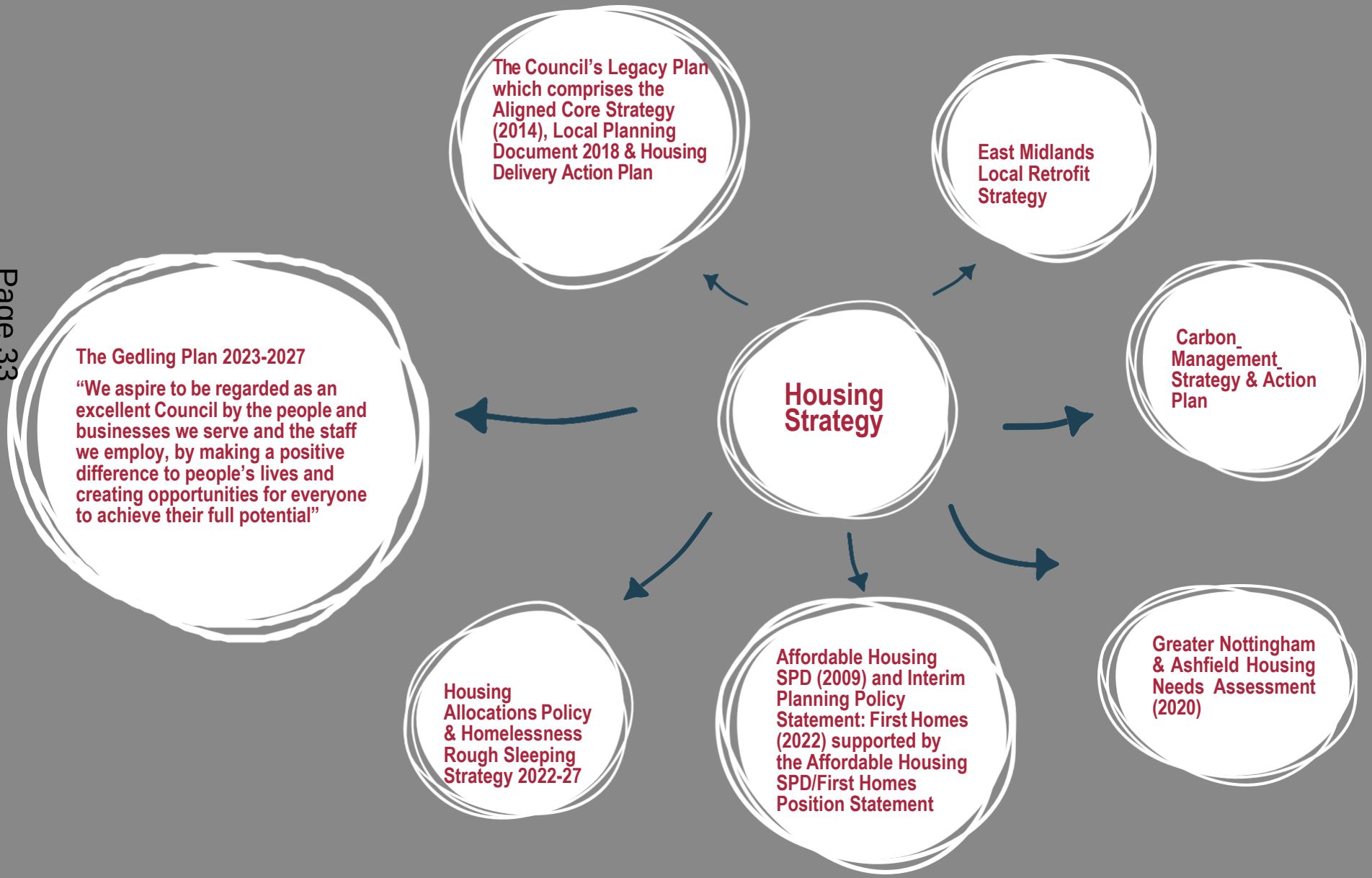
The majority of the population is in the southwest corner of the Borough, where it has one distinctive major town service centre, Arnold and a significant area of urban fringe connected to Nottingham, Carlton.

Gedling is one of 7 Nottinghamshire Districts and Boroughs. It has an area of 11,998 hectares which represents 5.76% of the total area of Nottinghamshire. Gedling has a resident population of 117,700 (Mid-year estimate 2022), which represents 14.10% of the total Nottinghamshire County resident population of 834,800.



Strategic Framework

The Housing Strategy is an overarching document that covers all aspects of Housing Services of the Council. The Strategy links with both national and local statutory and regulatory plans and legislation as well as corporate and housing documents and reflects the priorities and actions identified within them and for the specific responsibilities of the Council.



National and Local Context

Legislation and policies at a national, regional, and local level have an impact on the content and delivery of a housing strategy. The key legislation and policies that are relevant to helping to deliver this Gedling Housing Strategy are:

- Domestic Abuse Act 2021
- Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015 – also known as the Minimum Energy Efficiency Standard
- Fit for the future – 10-Year Health Plan for England
- Fire Safety Act 2021
- Homelessness Act 2002
- Homelessness Reduction Act 2017
- Housing Act 1985
- Housing Act 1996
- Housing Act 2004
- Housing with Support Strategy for Adults (18-64 Years) Nottinghamshire County Council 2019
- Independent Review of Building Regulations and Fire Safety 2018
- Levelling-up and Regeneration Act 2023
- National Planning Policy Framework 2024
- Nottingham and Nottinghamshire Integrated Care Strategy 2023-2027
- Nottinghamshire County Council Draft Housing Strategy 2023-2028
- Nottinghamshire Joint Health and Wellbeing Strategy 2022-2026
- Rough Sleeping Strategy August 2018
- Social Housing (Regulation) Act 2023
- The Building Safety Act 2022
- The Nottinghamshire Plan 2021-2031
- The Renters Rights Act 2025
- UK Net Zero Strategy 2021

It is key to recognise that local authorities cannot deliver housing priorities without the support and cooperation of partners from the Housing, Community and Health sectors. These partners and stakeholders include Registered Housing Providers, NHS Trusts, and Third Sector Charity Organisations like Framework.

It is through collaboration that the Council and partners can work together to build, manage, and sustain our communities and provide the best outcome for our residents.

Demographics of Gedling Borough

The largest demographic in the borough are couples with dependent children at 18.7%

In 2023-2024, 16.4% of children in the Borough were living in low-income families.

The population in the Borough is ageing with the average age in the 2021 Census up to 44 from 42 in the 2011 Census.

9.8% of properties in the Borough are rented through Social Landlords (Census 2021).

By age category, Gedling's population is made up of 17.5% of 0-15-year-old, 60.7% people aged 16-64 and 21.7% of people aged over 65.

The number of new homes built in 2024/25 was 480.

Older persons in Gedling overwhelmingly (81%) reside in owner occupied (no mortgage) accommodation.

15.9% of properties in the Borough are rented privately. (Census 2021)

What Does the Demographic Data Tell Us?

- Whilst there is an oversupply of social sheltered (over 55's) accommodation, there is a shortfall in market housing with care and support.
- There needs to be an offer for older downsizers to release larger homes for families.
- Around 75% of the population own their own homes.
- The private rented market is increasing.
- The number of affordable homes is decreasing, down to 9.7% in 2021 compared to 10% in 2011, despite negotiations for affordable homes through planning gain, which is only achieving 12% (over period 2012-2023

Just under 1 in IO households (9.7%) lived in social rented housing In the Census
There are 5275 Registered Social Housing Provider Homes in the Borough (NROSH 2024) The majority of social housing is located In the Arnold and Carlton areas of the Borough

Health

Good housing is one of the building blocks to good health and there is undoubtedly a direct link between the standard of housing and the physical and mental health of the population. The consequences of inadequate housing conditions can be profound and irreversible. Furthermore, these conditions impose an immense strain on the health care system. The Council is an active member of the Nottinghamshire Health and Wellbeing Board to address the priorities within the Joint Health and Wellbeing Strategy 2022–2026.

In 2021, 47.0% of Gedling residents described their health as "very good", increasing from 44.8% in 2011.

In 2021, just under one in nine people (10.7%) were identified as being disabled and a little limited, compared with 10.6% in 2011

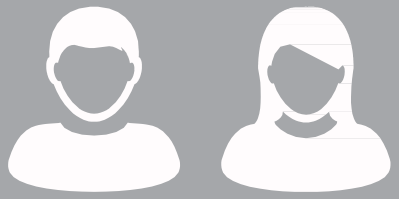
The proportion of Gedling residents describing their health as "very bad" was 1.1% (similar to 2011), while those describing their heath as "bad" was 3.9% (similar to 2011).

Public Health profiles of Gedling Borough

The following statistics are provided from Public Health records.

Life expectancy for men living in Gedling Borough is 80.2 and 83.4 for women, compared to the E 79.3and 83.1 (ONS 2023)

Life expectancy is 7.6 years lower for men and 7.5 years lower for women in the most deprived areas of Gedling than in the least deprived areas.



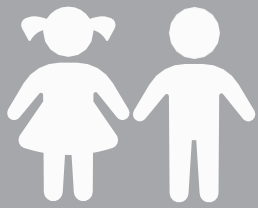
33.4% of Gedling's households contain someone with a disability (32% national average).

Projected increase of 103 wheelchair user homes needed by 2041 in Gedling. (Iceni Housing Needs Study - updated 2024).

There are projected significant increases (over 25%) of over 65 people with dementia, mobility problems, autism, and learning disabilities.

There is estimated to be a surplus of 172 affordable homes with support (sheltered for 55+) by 2041 in the Borough. In comparison there is a significant shortfall (over 500) of market housing with support and market housing with care. (Iceni 2024 Housing Needs Study)

In School Year 6, 35.5% of children are classified as overweight compared to 21.7% in Reception. (OHID)



The rate for alcohol-related harm hospital admissions is 684*. This represents 820 admissions per year. The rate for self-harm hospital admissions is 150*, better than the average for England. This represents 170 admissions per year. The rates of new sexually transmitted infections, killed and seriously injured on roads and new cases of tuberculosis are better than the England average. The rate of under 75 mortalities from cancer is better than the England average.

Source Public Health England published 2020

* Rate per 100,000 population

What Does the Health Data Tell Us?

- There is an increasing need for homes to be accessible, or adaptable as the disabled population increases.
- There will be a need for more housing with support for younger people with disabilities. More wheelchair accessible homes are required.
- Obesity in children and child poverty could cause an increase in complex needs and particular accommodation requirements for example homes which encourage active travel and outdoor play facilities.

Economics of the Borough

Of the 316 local authorities in England, Gedling is ranked 176th most income deprived. Of the 77 neighbourhoods in the Borough, 4 were among the 20% most income deprived nationally

Average house price in the Borough in April 2026 was £244,054. Across the UK, a home sold for an average of £269,000 in June 2025 (ONS 2026)

The gross annual residence earnings to house price ratio (median) was 7.35 for the Borough

5049 households in the Borough are in fuel poverty (LG Inform 2026)

The estimated household income required to rent privately in the borough is £31,000.
(ICENI 2024)

The gross median weekly pay is £764 which is lower than the national average of £805. (ONS 2026).

37% of households in the Borough's private rental sector can afford to buy or rent privately, 15% of households can afford to rent but not buy. (ICENI 2024)

Average private rents in the Borough: -

One bedroom: £621
Two bedrooms: £784
Three bedrooms: £966
Four or more bedrooms: £1,381

(ONS June 2026)

The estimated household income required to buy privately in the borough is £41,200.
(ICENI 2024)

What Does the Economics Data Tell Us?

- Whilst the Borough is not deprived as a whole, there are pockets of deprivation, for example in Netherfield and Newstead.
- Average House prices are lower than the national average, however, so are average earnings, and the average household income to purchase a home is inadequate.
- 37% of people living in the private rented sector can afford to buy are choosing not to.

Affordable Housing Need

Affordable housing is defined as homes for sale or rent for people whose needs are not met by the private market. This includes housing that is for affordable rent, social rent and affordable home ownership. There are 25 Registered Providers which operate in the Borough providing affordable housing, the largest of which is Jigsaw Homes Midlands.

Where more than one family lives in a property, the second family is called “concealed”. Gedling has 524 concealed and homeless households. An example of this would be a young family living with friends or family. Half of newly forming households in Gedling will be unable to afford private market housing due to low income and/or lack of deposit.

There is a net annual need of 514 new affordable homes in Gedling (Iceni 2024). This net figure is calculated by combining the existing need with forecast need.

There has been an annual supply of around 240 affordable homes made available through relets of existing stock over the past 2 years.

There are currently 644 households on the Homesearch register who need affordable housing.

70 existing households in the borough currently are in the highest priority band of Homesearch.

514 annual newly forming households estimated to need affordable housing.

What does the data tell us?

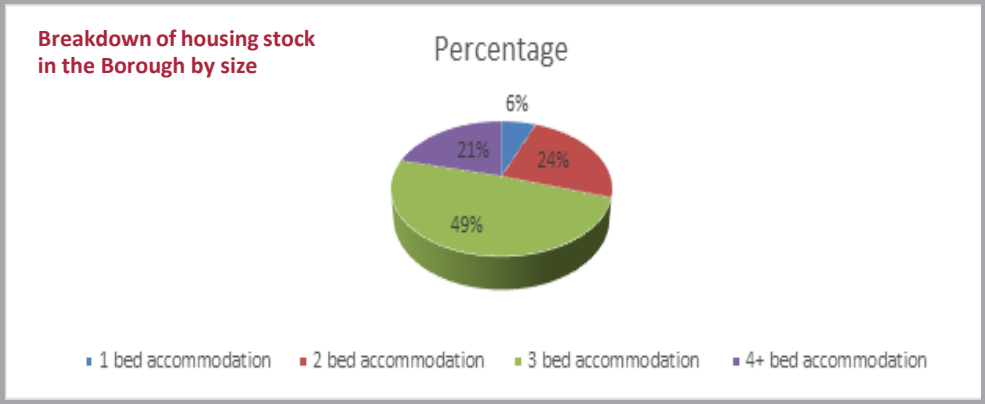
- The demand for affordable housing continues to grow
- There is not enough affordable housing being delivered in the Borough

Housing Stock in the Borough

The current breakdown of the housing stock in the Borough reflects the supply of larger family homes in the market.

The average number of owner occupier bedrooms is 3.05, compared to social rented sector which is 2.05 and the private rental sector which is 2.36. Negotiations for affordable housing as part of new housing developments, must reflect the greater need for larger homes in the social rented sector.
The current housing stock in Gedling is 39% detached, 34% semi-detached, 15% terraced and 12% flats/apartments. (Iceni 2024)

Breakdown of housing stock in the Borough by size



Priority 1 – The Provision of New Housing

Housing Delivery

The Council will support the building of new homes in the Borough including affordable homes on all qualifying sites. Affordable housing includes homes for sale or rent and is for people whose needs are not met by the private market. Affordable housing is a key element of the Government's plan to end the housing crisis, tackle homelessness and provide aspiring homeowners with a step onto the housing ladder.

Boosting housing supply is a key priority for the Government. The current Government, as previous Governments did, recognises that the supply of housing needs to increase at a national level in order to meet the demands of current and existing households. The imbalance between the supply, or lack of it, and demand for housing creates increased pressure on the value of housing. This was a key theme in the Government commissioned Barker Review of Housing Supply 2004. This review has provided evidence to support successive Government's policies around the need to increase housing supply to meet rising demands.

The Council's housing need figure is determined by a standard Government method. The Council's role as the Local Planning Authority is to identify the most sustainable locations to deliver the required numbers of homes through the local planning process. If the Council does not have an up-to-date Legacy Plan, or a 5-year deliverable supply of housing or has not met the Housing Delivery Test over the last 3 years, it means that speculative planning applications for housing are more likely to be granted on the basis that the Council has not delivered a sufficient supply of homes.

The majority of affordable housing is delivered by planning obligations on new build sites. The Council's affordable housing planning policies determine the amount and type of affordable housing provided within residential developments.

The Government published the revised National Planning Policy Framework (NPPF) on 12th December 2024. The policy changes continue to reflect the Government's commitment to radically boosting the supply of housing, while delivering homes and places that are high quality and genuinely affordable. The plan-led approach continues to be the cornerstone of the planning system.

Local Planning Authorities are legally bound by Section 19 of the Planning and Compulsory Purchase Act 2004 (amended by the Planning Act 2008) to ensure development plans include policies designed to secure that the use and development of land contribute to the mitigation of and adaptation to climate change. The emerging Gedling Local Development Plan will require all new residential development to demonstrate a significant improvement on the Building Regulations Target Emissions Rate through energy efficiency measures.

The Legacy Plan

The Council has a two-part Legacy Plan. The legacy plan guides decisions on future development proposals and addresses the needs and opportunities of the area. The current development plan for the Borough comprises 2 parts; The Aligned Core Strategy comprises part 1 of the Legacy Plan and was adopted in September 2014.

The document was prepared in conjunction with Broxtowe Borough Council and Nottingham City Council and takes a consistent approach to the strategic plans prepared by Rushcliffe Borough Council and Erewash Borough Council. The Aligned Core Strategy sets out the strategic policy direction for future development, including providing a broad guide to development and growth in the Borough, setting out locations for major sites (over 500 houses).

Part 2 of the Legacy Plan for Gedling Borough is the Local Planning Document, adopted in July 2018, which works with the Aligned Core Strategy to shape future development by planning for new homes, jobs, and infrastructure.

The housing target for the Borough is informed by the standard method published in December 2024 which increased the need figure of 609 dwellings per annum from the previous requirement of 460. However, this figure was subsequently increased to a requirement of 631 dwellings per year with the updated affordability data published in March 2025. Given the increased housing requirement, the Council took the decision to prepare the Gedling Local Development Plan which will include allocations and policies to ensure the requirement of 11,358 new homes is delivered over the plan period. When adopted, the Local Development Plan will replace both parts of the existing legacy plan and cover strategic and non- strategic matters.

The Council, with other local Councils, commissioned research into the local housing market, and the updated Iceni Housing Needs Assessment was finalised in March 2024. This evidence is currently being updated to support the preparation of the Gedling Local Development Plan to ensure that policies meet the delivery of the homes required within the Borough.

Key conclusions from this latest report, which link to the demographic evidence on how need is assessed, are as follows:

- There is net need of 514 affordable/social rented and 189 affordable ownership homes annually. *
- There is projected to be a significant increase in the number of people with dementia and mobility problems.
- There is a surplus of social rented sheltered (over 55's) dwellings in the Borough but a deficit of all other tenures of specialist accommodation, including open market homes for sale or rent.
- In the open-market housing sector, the largest demand is for 3-bed properties, followed by 2-bed properties.
- In the affordable housing sector (both ownership and rented) the largest demand is for 2-bed properties, followed by 3-bed properties.

* The relationship between affordable housing need and overall housing need is complex. This was recognised in the Planning Advisory Service (PAS) Technical Advice Note of July 2015. PAS concluded that there is no arithmetical way of combining the Objectively Assessed Need (OAN) (calculated through demographic projections) and the affordable need. There are many reasons why the two cannot be 'arithmetically' linked.

The modelling contains a category in the projection of 'existing households falling into need'. These households already have accommodation and hence if they were to move to alternative accommodation, they would release a dwelling for use by another household – there is no net need to provide additional homes.

The modelling also contains 'newly forming households. These households are a direct output from the demographic modelling and are therefore already included in the overall housing need figures.

Lifetime Homes

The Iceni report and statistics provide evidence that there will be an increased requirement for wheelchair accessible and adaptable homes for wheelchair users and families with disabled children. Some of these needs will be addressed through Lifetime Homes. The concept of Lifetime Homes applies to new housing development proposals to ensure that they are designed and built to be accessible and can accommodate changing needs throughout a person's life.

It involves incorporating 16 design features into new homes to make them more comfortable and convenient for a wider range of people, including those with disabilities or those who may experience changing needs due to aging or family circumstances. These features address accessibility, adaptability, and convenience, making the homes more usable for everyone, regardless of age or ability.

Key Features and Benefits:

Accessibility

Lifetime Homes are designed to be accessible for people with mobility impairments, with features like wider doorways, step-free access, and accessible bathrooms.

Adaptability

The design allows for future modifications and adaptations to meet changing needs, such as adding grab rails or widening doorways as required.

Convenience

The 16 design features ensure the home is easy to use for all occupants, including older people, families with young children, and individuals with temporary or permanent disabilities.

Visitability:

Lifetime Homes are designed to be easily visited by people with mobility impairments, making it easier for them to visit friends and family.

Cost-Effectiveness:

Incorporating Lifetime Homes design principles at the initial design stage can be more cost-effective than making adaptations.

In March 2015, the Government introduced a new approach for the setting of technical standards for new housing which are achieved through national guidance and building regulations to ensure the minimum standard of dwellings to be M4(2) compliant. The higher M4(2) Lifetime Homes standard requires additional features including having a living area at entrance level and step-free access to all entrance level rooms and facilities, wider doorways, and corridors, as well as clear access routes to reach windows. This requirement features in LPD 37 of the Gedling Local Planning document (2018)

Delivery of Affordable Homes in the Borough

The Iceni report found that there is an annual net need for 514 affordable/social rented and 189 affordable ownership homes. Currently, the Council negotiates affordable homes on sites which meet the threshold of 15 dwellings as per LPD 36 of the adopted Local Planning Document 2018. Registered Providers take up the affordable homes on these sites, and the Council provides nominations to these homes from the Council's Housing Register.

However fewer Registered Providers have been expressing an interest in new sites over the last 12 months. This can pose a threat to the delivery of the affordable housing target. The Council will need to consider how to ensure the delivery of affordable housing to meet the needs of the Borough.

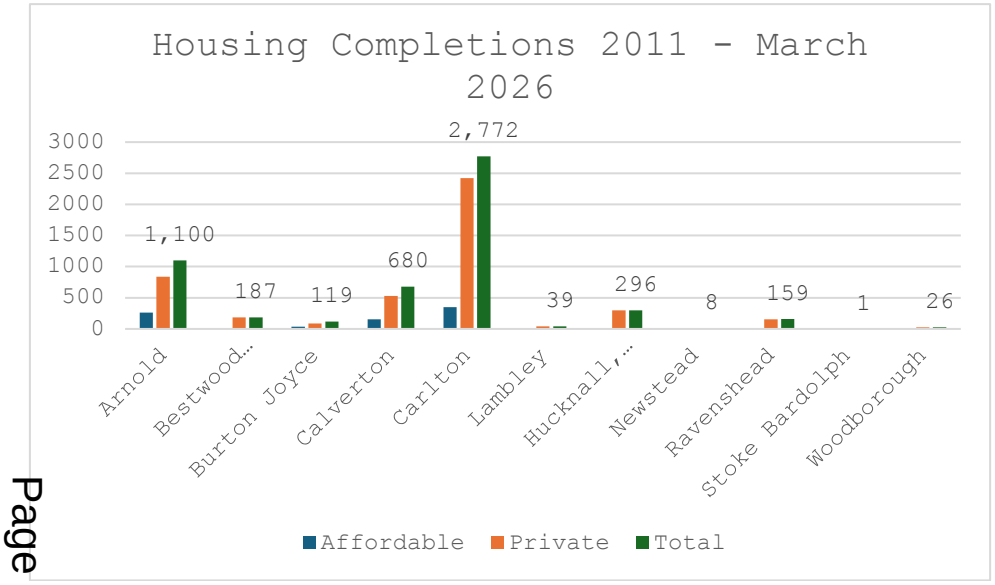
From 1st April 2011 to 31st March 2026 a total of 5,389 homes were delivered in the Borough, in partnership with developers, of which 766 were affordable. This affordable element equates to an average delivery of 52 per annum and 14% of the total of the homes delivered.

Large sites including Chase Farm and Teal Close have been developed and have a mix of market and affordable housing. A new development at Top Wighay Farm will also deliver a mixture of market and affordable homes.

The Council's Interim Planning Policy Statement: First Homes was approved in October 2022. The Council took part in the First Homes pilots where four homes were sold to first-time buyers with a local connection to the Borough. First Homes were delivered in partnership with developers on relevant housing sites in the Borough.

The mandate that 25% of all developer-contributed Affordable Housing Units must be First Homes was lifted following a revised National Planning Policy Framework which was published by Government in December 2024. Whilst developers and Local Planning Authority can still use first homes if they wish, greater focus is now given to affordable and social rent homes.

	Affordable	Private	Total
Arnold	260	840	1,100
Bestwood Village	0	187	187
Burton Joyce	34	85	119
Calverton	152	528	680
Carlton	351	2,421	2,772
Lambley	0	39	39
Hucknall, Linby & Papplewick	0	296	296
Newstead	0	8	8
Ravenshead	3	156	159
Stoke Bardolph	0	1	1
Woodborough	0	26	26



What are the wider benefits of affordable/social housing in the Borough

- Higher employment - A stable home helps people to get and keep work and reduces the long-term scarring effect that being homeless can have on employment prospects.
- Lower benefit costs – Due to higher employment, yearly benefit claims would be cut.
- Improved healthcare – On average social homes have fewer health hazards, and stable homes are linked to better wellbeing, generating NHS savings.
- Reducing homelessness – More social homes would mean fewer people living in temporary accommodation and requiring homelessness assistance, reducing the current increasing costs on local authorities.
- Reduced crime – People in inadequate housing are more likely to experience crime. Affordable and social homes lead to fewer Police callouts and reduced cost of crime.
- Better life chances for children – Unstable homes can harm children by disrupting their education, which leads to lower economic contributions, increased crime, and greater use of public services.

East Midlands Combined Authority (EMCCA)

East Midlands Combined County Authority (EMCCA) was formed in March 2024. It is led by an elected Mayor and covers the four local authority areas of Derbyshire, Nottinghamshire, Derby and Nottingham.

EMCCA has a Corporate Plan that includes objectives for housing. The plan focuses on broader goals like job creation, economic growth, and infrastructure development, with housing playing a role in creating sustainable communities.

Working closely with local Councils, landowners, and developers, EMCCA is turning some of the region's most challenging sites into thriving neighbourhoods with a focus on creating high-quality homes that are environmentally friendly and built to last.

EMCCA has also established a Homelessness Taskforce to work with partners to strategically eliminate homelessness in our region

Priority 2 - Helping those that want or need a home

Homeless or at risk of becoming homeless

Preventing homelessness involves a multi-faceted approach that focuses on early intervention, providing support to those at risk, and addressing the root causes of the problem. The Council can help individuals at risk of losing their homes by offering mediation with landlords or family members help with finding new accommodation and providing support with deposits and rent in advance payment for private rentals. The Council also has a legal duty to provide assistance to those who are homeless or threatened with homelessness, which may include temporary housing, support with finding permanent accommodation, and issuing a personalised housing plan.

It is also important that the Council finds long term sustainable solutions to address the risk of homelessness.

To further help, prevent and end homelessness, the Council will work with developers and Registered Providers to increase the supply of, and access to, truly affordable homes.

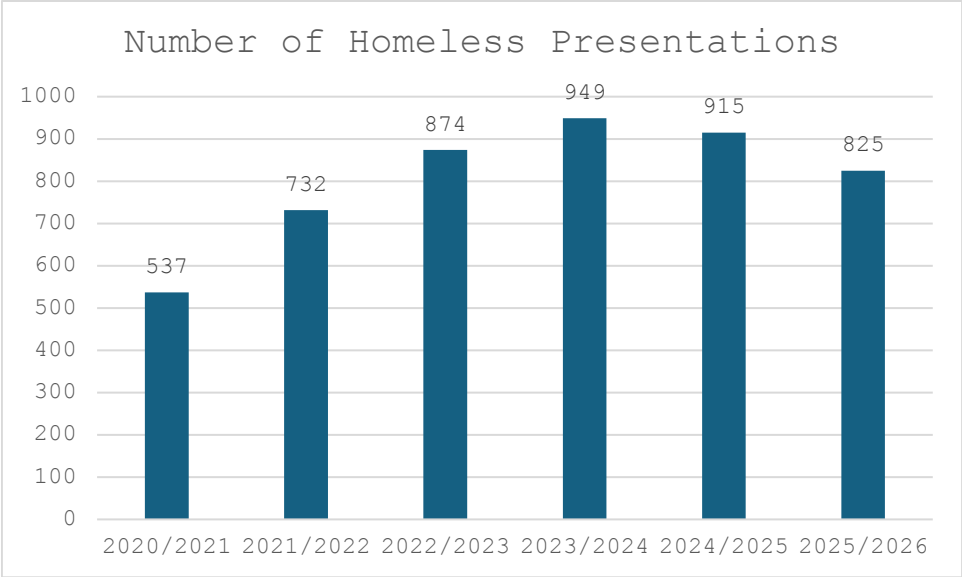
Reasons for Homelessness

The number of homeless applicants presenting to the Council is increasing as are the reasons behind these incidents occurring.

The following list represents the principal reasons as to why households are becoming homelessness in the Gedling Borough. The list details these homeless applications in order of occurrence:

- **Family/Friends no longer willing to accommodate**
- **Loss of private rented tenancy.**
- **Domestic abuse.**
- **Relationship breakdown.**
- **No fixed abode.**
- **Rent arrears.**
- **Eviction from supported housing.**
- **Loss of social housing tenancy.**
- **Leaving an institution (e.g. hospital/prison**
- **Emergency, such as a fire or flood.**

The table below shows how the number of households becoming homeless has Remained high over a 5-year period.



What are the early intervention and prevention measures needed to address homelessness?

- **Identify those at risk**

  Proactive identification of individuals and families facing potential homelessness is crucial.

- **Provide timely support**

  This includes financial assistance, housing advice, and access to social services.

- **Address the root causes**

  Homelessness can stem from various factors, such as mental health issues, substance abuse, domestic violence, and lack of employment. Providing targeted support to address these issues is vital.

- **Tenancy sustainment**

  Helping individuals maintain their current housing through negotiation with landlords, mediation, and financial support.

- **Preventing repeat homelessness**

  Provide help and support to people so they can sustain tenancies and avoid future homelessness.

The Councils approach to addressing homelessness

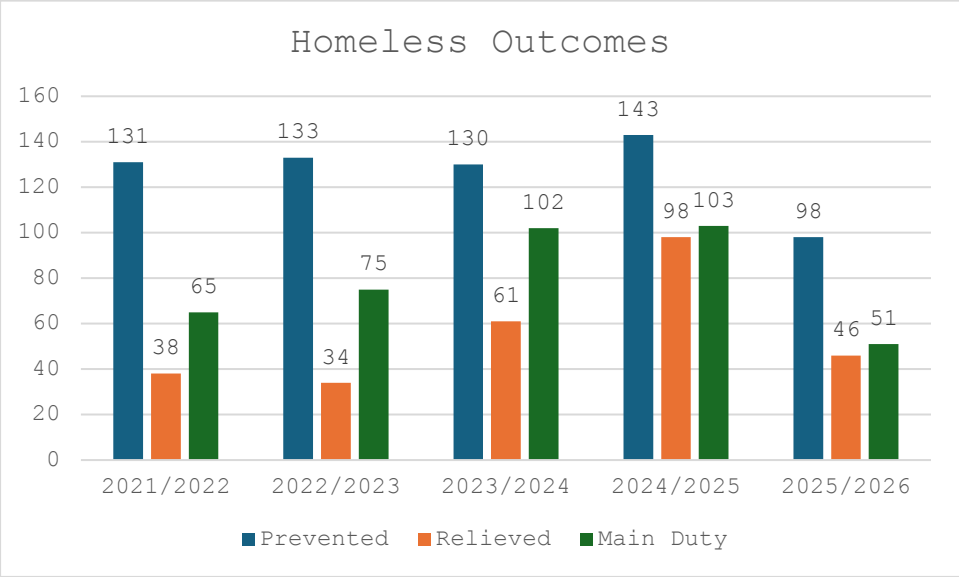
The Homelessness Reduction Act 2017 aims to reduce homelessness by requiring local authorities to intervene earlier to prevent people from becoming homeless and to help those who are already homeless. The Act came into effect on 3 April 2018, and places new duties on Councils to provide support and advice to those at risk of homelessness or already experiencing it. The Council currently uses the following services to fulfil its duties:

- Call B4 You Serve – This is a free service available to landlords and their agents who are looking to serve notice on their tenants. It aims to give landlords and their agents all the help and assistance they need to prevent a Section 21 or Section 8 notice being issued (a).
- Allocation of social housing through the Council's Choice Based Lettings scheme (Homesearch).
- The Homelessness Prevention Grant (HPG). This is a funding stream provided by the Government to local authorities in England to support their efforts in preventing and tackling homelessness. It is a ring-fenced grant, meaning it must be used for specific purposes related to homelessness prevention. The grant aims to help individuals and families avoid becoming homeless by providing support and resources such as deposits and rent in advance payments.
- Discretionary Housing Payments (DHPs) – This is extra money the Council can give to help shortfalls in welfare benefits and help individuals pay their rent. This could also include support towards rent in advance or a rental deposit.
- Introduce a programme of education in schools around homelessness.
- A review of all Council-owned garage sites and small plots of land to be undertaken to consider suitable alternative housing solutions on those sites such as pre-constructed accommodation and tiny homes.

Where homelessness cannot be prevented, it can be relieved through an offer of private or social rented housing. If relief does not happen within 56 days, a Main Homelessness Duty will be owed. A "Main Duty decision" is a formal notification from a local authority in that it accepts a housing duty toward a homeless applicant.

The decision means the local Council has a legal obligation to secure suitable accommodation for the person until a final, permanent housing offer can be made. This can only be ended through a twelve-month private or social housing tenancy.

The following table shows the number of homeless preventions, relief and Main Duty decisions made by the Council.



The Council's aims and objectives in preventing homelessness

- Prevent as many residents from becoming homeless by liaising with landlords to try and resolve any issues with the aim of stopping them from taking eviction proceedings and keeping individuals in their current home.
- Utilise the Homeless Prevention Grant to fund initiatives aimed at preventing homelessness.
- End rough sleeping in the Borough.
- Provide financial assistance from the Discretionary Housing Payment scheme to help families with housing costs such as shortfalls in benefit payments which can lead to rent arrears, or deposits and/or rent in advance payments needed to secure accommodation.
- Provide financial assistance from the Homeless Prevention Grant to help individuals at risk of becoming homeless due to rent arrears or assist in securing a property by funding deposit and/or rent in advance costs.
- Help as many residents as possible to move from one home to another without the need for emergency and temporary accommodation. Providing safe and accessible temporary accommodation to families that have a priority need,
- Develop individualised Personal Housing Plans with those at risk of homelessness, outlining steps to secure or maintain accommodation and providing support to achieve those goals.
- Provide education in schools to educate school age children about the realities of homelessness to prevent homelessness in the future.
- Review the Council's Housing Allocations Policy to maximise opportunities to prevent homelessness whilst addressing all housing needs.
- The Council will improve its data collection and analysis to understand the causes of homelessness, track progress, and improve its strategies.
- The Council will ensure regular reviews and evaluations are undertaken to identify what works best and to adapt its approach to homelessness as needed.

Rough Sleeping

After 200 years, rough sleeping will no longer be a crime. The Government will be repealing the Vagrancy Act to ensure rough sleeping is no longer a criminal offence, as it concentrates its efforts on getting to the root causes of homelessness.

Rough sleeping is the most visible and severe form of homelessness. It is a highly complex issue most likely to affect individuals who experience wider inequalities, including care experienced young people, people with severe and multiple disadvantages and people with experience of the criminal justice system. As well as being damaging for the individual experiencing it, it also brings challenges for local areas where rough sleepers are present.

The Government Strategy is to not only reduce rough sleeping but to end it for good. During the height of the Covid-19 pandemic, tens of thousands of people nationally were helped off the streets with two-thirds moved into long-term housing. The aim is to continue this success and eradicate rough sleeping forever.

Definition

“Rough Sleeping” refers to the practice of sleeping outside, in places not intended for habitation, such as doorways, parks, or streets, due to a lack of housing. It is a form of homelessness often associated with vulnerability, complex health needs, and social isolation. No one should have to suffer the injustice of living a life on the streets, deprived of shelter, warmth and basic necessities.

Causes

Rough sleeping can be caused by the lack of affordable housing, poverty, unemployment, and life events such as leaving the Armed Forces and the breakdown of relationships, which can lead someone into homelessness.

Vulnerability

Rough sleepers are at higher risk of various dangers, including crime, victimisation, violence, and health issues.

Complex Needs

Many individuals experiencing rough sleeping also face mental health challenges, substance misuse, and other related difficulties.

Impact

Rough sleeping has a significant negative impact on physical and mental health and can lead to a reduced life expectancy.

Support

The Council and Street Outreach Teams offer support and resources to those who are rough sleeping and aim to connect them with relevant services.

Rough sleeping numbers

The Council has always reported low numbers of verified rough sleepers within the Borough. The Street Outreach Team has reported the following rough sleeper’s numbers identified.

	2020	2021	2022	2023	2024	2025
Jan	1	0	0	0	1	0
Feb	0	0	0	3	1	2
Mar	0	0	0	0	2	1
Apr	0	0	1	0	0	1
May	2	0	0	0	0	1
Jun	3	0	1	3	3	1
Jul	0	0	0	1	0	1
Aug	1	0	0	1	4	1
Sep	2	0	1	0	4	1
Oct	0	0	1	0	3	2
Nov	0	1	1	3	1	0
Dec	1	0	0	3	1	1

The South Nottinghamshire Homelessness and Rough Sleeping Strategy 2022-2027

In accordance with the Homelessness Act 2002, all housing authorities must have in place a Homelessness Strategy based on a review of all forms of homelessness in their district and demonstrating how homelessness will be prevented and resolved. The Strategy must be renewed at least every 5 years.

The current Strategy was compiled in partnership with Broxtowe Borough and Rushcliffe Borough Councils and details how the Councils will tackle homelessness and rough sleeping in their areas. The Strategy aims to build on the priorities and progress made in the preceding strategy and enable the Councils to respond to the new and emerging challenges that we face in tackling homelessness. This strategy focuses on early intervention, homeless prevention and strengthening pathways and partnerships.

Nottinghamshire Rough Sleeper Initiative Partnership

The Government's national Rough Sleeping Strategy outlines how they intend to support local authorities to end rough sleeping by 2027. The strategy was backed by a range of funding including the Rough Sleeping Initiative (RSI) grant.

This funding has enabled the introduction of a local strategic system of specific rough sleeping services which focus on core principles of prevention, identification, engagement, assessment, support, shelter and resettlement.

The Nottinghamshire Rough Sleeper Initiative Partnership includes the Street Outreach Service, Next Steps and Rough Sleeper Accommodation, Homeless Support and Prevention Services, Change Grow Live, Hospital and Prison Leaver Protocols, Nurse Prescribers and Mental Health Outreach.

Refugees and Asylum Seekers

The Council plays a significant role in supporting refugees and asylum seekers, often acting as their first point of contact and providing essential services. This can include assisting with housing.

The Council is responsible for assisting those who are homeless or at risk of homelessness, including refugees and asylum seekers, and ensuring access to appropriate housing options like social housing, private rentals, and supported housing. The Council must provide free and accessible advice and information about homelessness, housing options, and related matters to all residents, regardless of immigration status.

The Council continues to help those affected by the war in Ukraine and as a refugee dispersal area, the Council must ensure it is able to provide support, advice and, if needs be, provide housing, to refugees and asylum seekers.

Temporary Accommodation

With an increasing number of individuals and families becoming homelessness, the Council has had to regularly review its temporary accommodation portfolio.

Over the past 4 years, the Council has purchased and leased several properties located within the Borough. These acquisitions have and will continue to help the Council to reduce its reliance on bed and breakfast and other similar nightly charged accommodation that is predominately located outside of the Borough.

This helps reduce the number of children having to be placed in this type of emergency accommodation. However, when a family is placed into bed and breakfast or nightly charged accommodation, the Council will aim to relocate them into one of its owned or leased properties within 6 weeks.

To date, 22 homes have been purchased since 2022 with

budget being established to purchase further properties over the next financial year, if required. The Council is committed in providing safe and affordable temporary accommodation for those who need support, whilst a permanent housing solution can be achieved.

The Council is also looking at producing a Temporary Accommodation options appraisal. This strategic piece of work will explore the future demand for temporary accommodation and identify suitable and alternative housing solutions. The appraisal will consider various types of accommodation that could be used as temporary accommodation including new build homes, homes being sold on the open market, pre-constructed accommodation and tiny homes.

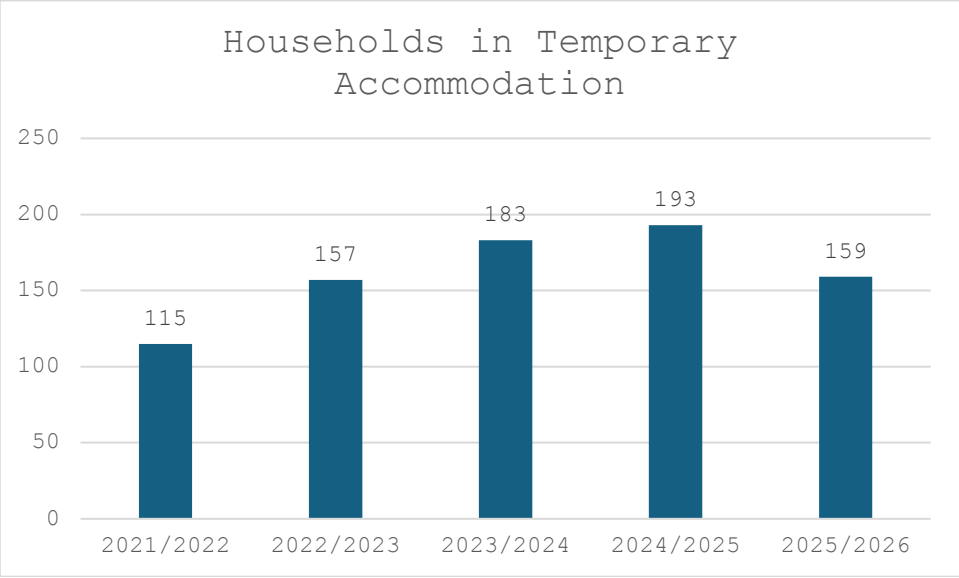
Bed and Breakfast Elimination Plan

The Homelessness Suitability Order 2003 outlines housing authorities must not use bed and breakfast to accommodate families with children or pregnant women, except in an emergency when there are no alternative options available, and the period should not exceed 6 weeks.

Additionally, placing families in bed and breakfast accommodation, where facilities are potentially shared with vulnerable adults and with households not known to the placing authority, creates additional safeguarding risks.

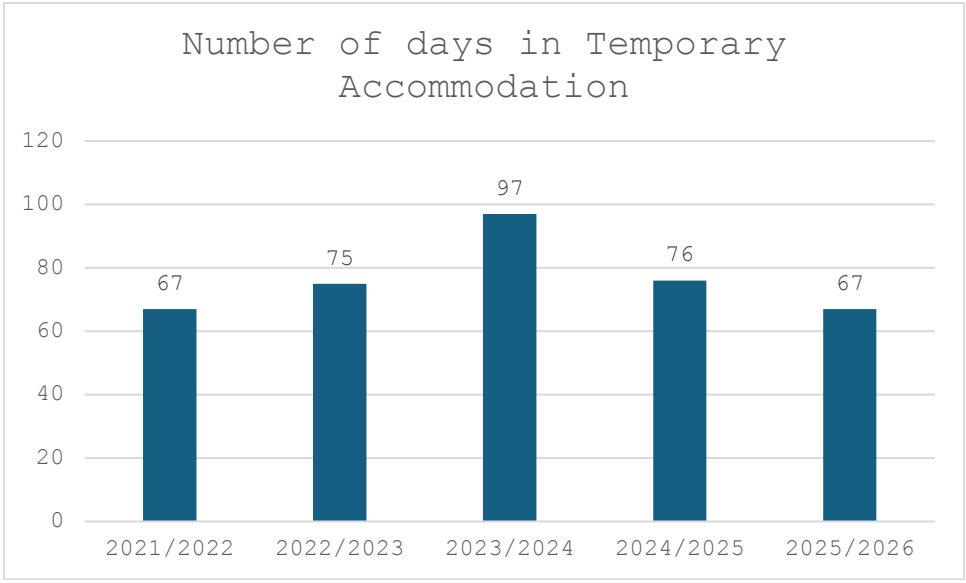
The Council is therefore committed in eliminating the use of such accommodation in the future and has developed a bed and breakfast elimination plan which focuses on the development of more suitable temporary accommodation options.

The table below highlights the number of households placed in temporary accommodation over the past 5 years.



The Council has a legal duty to provide temporary accommodation to individuals and families who are homeless or at risk of becoming homeless, provided they meet specific eligibility criteria. This duty arises when the Council believes an applicant is homeless, eligible for assistance, and has a priority need. The Council must secure suitable accommodation for the applicant and their household while they investigate the homelessness application and potentially while they fulfil their main homelessness duty.

The number of individuals and families seeking temporary accommodation continues to grow. The table below shows the total number of nights the Council provided temporary accommodation to ensure we met our legal duty, over the past five years.



With an increasing number of homeless applications being received, and the need for temporary accommodation growing, this further highlights the need for more affordable homes in the Borough.

Demand for Social Housing

The demand for social housing in the Borough significantly outweighs the available supply, causing housing hardship for many.

In the last few years, the demand for social housing in the Borough has increased, in part due to issues of affordability, lack of turnover in an already depleted social housing stock, increase in the cost of renting privately, as well as private sector landlords leaving the sector. The high cost of living, being able to save for a deposit, and even qualifying for a mortgage are key obstacles to those seeking to own their own home.

Social rents are more affordable, meaning more people are applying to join the Council's Housing Register. With the number of applications increasing, the current waiting list continues to grow.

High Demand

There are currently 644 households seeking housing within the Council's Homesearch scheme.

Low Supply

Social housing supply is low due to a combination of factors including insufficient funding, rising construction costs, and a decrease in the number of social homes being built or remaining in the social housing stock due to sales through the Right to Buy scheme. Additionally, a lack of suitable land for building further exacerbates the issue.

Homelessness

There has been an increase in the numbers of individuals, and families with children, becoming homeless and in need of temporary accommodation, whilst permanent affordable accommodation is secured.

Affordability

For many low-income families, social housing is the only truly affordable option.

Long Waiting Times

It can take many months, and even years, to be offered a social housing property, even for those with high priority needs.

Choice Based Lettings

The Council runs a Choice Based Lettings (CBL) system (Homesearch) in partnership with social landlords operating in the borough to advertise social housing properties. It allows people on the housing register to “bid” on properties they are interested in.

How does a CBL work?

To apply to join the Homesearch scheme and use the Choice-Based Lettings system, an application must be submitted which will enable the Council to decide whether the applicant qualifies for social housing. Successful applicants will be awarded a priority band which reflects their level of housing need. This is reviewed annually.

Band 1 – Urgent Need

This is the highest band and is for applicants who are in urgent need of housing (this includes those who have been accepted as homeless or who cannot be discharged from hospital back into their current property, which is now unsuitable for them). In view of their urgent need for re-housing, they will be placed on auto bids within the scheme and matched to the next suitable property, as opposed to other applicants on lower bands who can bid for properties of their choice.

Band 2 – High Need

This band is for applicants who have a clear need to move (this includes those fleeing harassment or who are ready to move on from supported accommodation), and who are allowed to bid for properties.

Band 3 – Moderate Need

This band is for people with an acknowledged housing need, but whose housing situation is not urgent (this includes those who are receiving homeless prevention advice, who are in financial hardship or who are interested in moving into sheltered accommodation) and who are allowed to bid for properties.

Property Advertisements

Available properties are advertised through the CBL system, on a weekly cycle.

Bidding

Once registered with a priority banding, applicants can express their interest in properties they are eligible for by “bidding” on them.

Prioritisation

Bidders on a property are then placed in order, based on their housing need band, and their “effective date” which is the date their application was accepted and placed into a priority banding. The Housing Association offering the property will then determine who a tenancy will be offered to, depending upon this order of bidders.

Number of social housing homes advertised on Homesearch.

The are currently 11 registered social landlords who use the Councils Choice Based Lettings Scheme.

The Council only receives 70% nominations for vacant homes from Jigsaw Homes, who are the Council's stock transfer partner and manage the largest portfolio of social housing in the Borough.

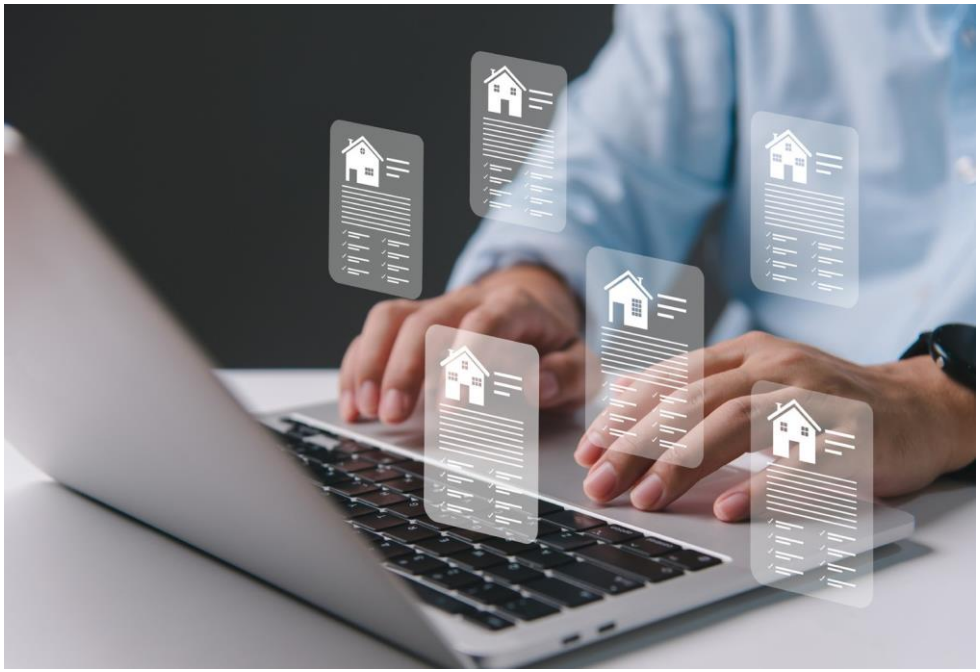
100% of affordable homes on new housing development sites are negotiated for nominations from the Council's housing register (Homesearch), however this nomination rate drops to 50% when the properties are subsequently let in the future.

General needs social housing refers to the most common type of social housing, provided to individuals and families who need affordable housing, but do not have specific needs requiring specialised support or housing features. It encompasses a wide range of properties like houses, flats, and bungalows and is managed by social landlords.

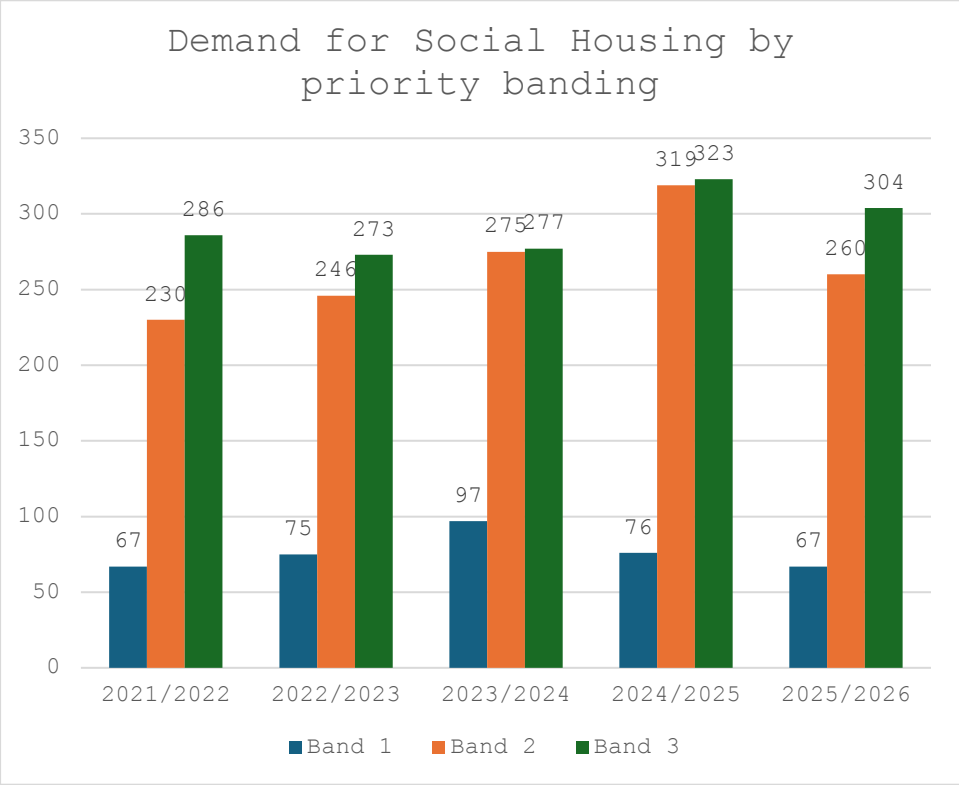
Sheltered accommodation is for individuals over 55. It offers independent living normally with added support and security features. These schemes typically consist of self-contained flats or bungalows, providing a comfortable and safe environment for older adults. Eligibility usually requires applicants to be at least 55 years old, though some schemes may consider younger individuals with specific health needs.

The number of properties advertised each year is detailed in the table above. In 2025/26, the Council received 1131 applications to join the housing register (Homesearch) with 438 requests accepted. Only 247 properties were advertised during that year, demonstrating how demand is significantly outweighing supply.

	2022/23	2023/24	2024/25	2024/25	2025/26	Total
General needs	127	153	134	174	170	758
Sheltered – over 55 years old	45	47	54	60	77	283
Total	172	200	188	234	247	1041



The graph below shows the demand for social housing for each priority band as at the end of each financial year. Collectively it also shows how the overall number of applicants who have an agreed housing need is increasing year on year.



How are the Council addressing this issue?

- The Choice Based Lettings and Housing Allocations Policy sets out how the Council aims to make the best use of the social housing stock available in the Borough to meet the needs of residents. The Policy is reviewed regularly to reflect changes in legislation or local housing priorities and to ensure those families with the highest needs are prioritised.

- The Council continues to work closely with developers and Registered Housing Providers to maximise the delivery of social housing in the Borough.

- The Council will review the housing register and ensure future developments are approved taking current demand into consideration.

- It is often the case that larger family homes become under-occupied once any children have grown up and left home. Freeing up these larger under-occupied properties is an important way of providing homes for those who are presently living in unsuitable, over-crowded conditions. The Council will award a higher banding to those applicants on the housing register (Homesearch) that are willing to downsize to a small social housing property. This helps those individuals that have a shortfall in benefit due to under-occupancy and/or who are struggling to manage their finances due to rising cost of living, including increased energy and food prices.

- The Council also assists people to remain in their own homes through the Disabled Facilities Grants, and Sanctuary (security) Installations schemes for victims of domestic violence.

- To ensure affordable housing contributions are spent, the Council is applying to the Regulator of Social Housing to become a registered provider of social housing.

Priority 3 - Improving the quality of existing housing within the Borough

The most recent census for Gedling Borough is from 2021.The previous census was undertaken in 2011.

The following key findings highlight the changes during this ten years period.

Private Renting: Increased from 13.1% to 15.9% of households.

Social Housing: Decreased slightly from 10.0% to 9.7%.

Homeownership: (Outright or with a mortgage) Decreased from 75.3% to 73.8%.

Population: Increased by 3.3%

It is essential that the quality of existing housing in the Borough is maintained, and the Council can achieve this through a multi-faceted approach.

Examples of this include: -

- Ensuring that private rented homes meet the minimum standards across the Borough and regulatory activity is focussed with selective licensing being introduced in certain parts of the Borough, to improve property management and housing conditions.
- Implementing the Council's Damp and Mould Action Plan to improve the condition of property in the rental sector in the Borough.
- Improving the carbon footprint of homes in the Borough, increasing energy efficiency, and ensure that all new housing built is sustainable with a low carbon footprint.
- Promoting independent living through disabled adaptations and schemes to assist older and disabled people to remain in their homes.
- Bringing empty homes back into use.

Aims and objectives of the Council

Dealing with disrepair in rented accommodation

According to the 2021 census there were 8,191 private rented households in Gedling Borough and 4,995 social rented homes (5,105 including those owned by another local authority).

The Council provides a reactive service to address reports of disrepair in rented homes across the Borough. Typically, the Council investigates approximately 100 reports of disrepair in all rented accommodation each year. The most common issues reported are around damp, mould and excess cold hazards.

The Council's Environmental Health Officers work with landlords and managing agents to ensure minimum standards are achieved.

The Council has in place several housing initiatives that support the wellbeing of residents including:

Selective Licensing

Part 3 of the Housing Act 2004 gives the Council the power to introduce selective licensing for privately rented properties within a designated area. The Council's Selective Licensing schemes aims to raise property standards within areas where there has been evidence of high levels of antisocial behaviour or crime affecting the private rented sector, or poor property conditions, or high levels of deprivation. The Council works proactively with landlords and managing agents via its Selective Licensing schemes to ensure private rented homes are appropriately licensed by the Council.

On 1 November 2022, the Council's Phase 2 Selective Licensing scheme came into operation and applies to parts of Carlton Hill, Colwick, Daybrook and Newstead Village, encompassing approximately 665 homes.

On 5 January 2025, the Council's Phase 1A Selective Licensing scheme for the Netherfield ward came into operation. This follows on from the pilot scheme which ran from October 2018 to September 2023 and requires around 700 private rented homes to be licenced by the Council.

Through targeting selective licensing to focussed areas of the Borough, the Council aims to improve property management and housing condition to ensure residents have access to safe housing.

The Council encourages landlords to become accredited to help improve private rented property standards and management. Landlords of licenced properties are incentivised to become accredited through the discounts available via landlord licensing schemes.

Damp and Mould Action Plan

Landlords are legally obliged to repair issues that cause damp and mould, especially if they are a result of disrepair or will affect the tenant's health and safety.

Awaab's Law, once fully implemented, will significantly impact the Private Rented Sector (PRS) by requiring private landlords to address health hazards like damp and mould within specific timeframes, similar to social landlords. The law, initially introduced for social housing, is being extended to the PRS through the Renters Rights Act 2025. This means private landlords will be legally obliged to respond to tenants' complaints about issues affecting habitability and to carry out repairs within set deadlines.

The Council seeks to address the issue by implementing its Damp and Mould action plan.

The Council is also reviewing its enforcement policy and procedures to ensure damp and mould hazards are effectively regulated.

Proposed changes to legislation affecting the quality of existing homes

The Renters Right Act 2025

The Renters Right Act 2025 aims to make significant reforms that will apply to the private rental sector. The legislation abolished Section 21 “no fault “eviction notices and move to a simpler tenancy structure where all assured tenancies are periodic. It provides more security for tenants, empowering them to challenge poor practice and unfair rent increases, without fear of eviction. It also enables them to stay in their homes for longer, build lives in their communities, and avoid the risk of homelessness.

All landlords of assured and regulated tenancies will be legally required to register themselves and their properties on the database and could be subject to penalties if they market or let a property without registering it and providing the required information. For tenants, the database will increase transparency and the information available before they decide to rent a property. The legislation will also make it illegal for landlords to refuse to rent property to people in receipt of social security benefits or who have children.

The Renter’s Rights Bill introduces significant changes to the regulation of the private rented sector, including the following proposals:

- New grounds for possession and an end to Section 21 notices.
- End to bidding wars when marketing property.
- Allow tenants to request a pet.
- No more fixed term tenancies.
- New private rented sector database.
- Prevent discrimination of tenants in receipt of benefits or with children.
- ‘Awaab’s law’ – outlines expectations for landlords to resolve serious hazards.
- Introduces Decent Homes Standard to private rented sector.
- Places a duty on every Housing Authority to enforce the landlord legislation in its area including:

  Chapters 3 to 6 of Part 1 and Part 2 of the Renters Rights Act 2025.

  Sections 1 and 1A of the Protection from Eviction Act 1977.

  Chapter 1 part of the Housing Act 1988.

The Council will continue to work with landlords and managing agents in the private rented sector to ensure compliance with the new legal requirements.

Support Housing (Regulatory Oversight) Act 2023

Supported housing is home to over half a million people nationally who rely on support to live as independently as possible or recover from a period of crisis. When it is provided responsibly, it results in improved wellbeing, health, and, where appropriate, employment prospects for residents, and can relieve pressure on services like the NHS and social care.

The Supported Housing (Regulatory Oversight) Act 2023 includes measures to drive out rogue providers and raise standards for vulnerable people. This legislation introduces a licensing regime for supported housing in England requiring local Councils to establish schemes and setting National Supported Housing Standards.

The aim is to improve the quality of supported housing by regulating providers and ensuring residents receive adequate care and support. Whilst the legislation has been introduced, the Government has been consulting on the technical requirements, and the standards are not yet in force. The Council is awaiting further guidance from Government on how to implement the requirements, before engaging with the sector to ensure the minimum legal standards are achieved.

However, the Council must undertake a review of all the supported exempt accommodation in the Borough and following that review, publish a strategy to be known as a "Supported Housing Strategy", for the provision of supported exempt accommodation in the Borough.

The Councils Supported Housing Strategy must, in particular, include the local housing authority's assessment of: -

(i) the current availability of supported exempt accommodation in the Borough, and

(ii) the likely need for supported exempt accommodation in the Borough during the period of five years beginning with the date on which the Strategy is published.

Energy Efficiency, Fuel Poverty and Climate Change

Linked to fuel poverty and climate change, the Council aims to improve the lives and health of its residents through improving energy efficiency in homes in the Borough, both in new build and existing homes through the following schemes:

Housing Energy Efficiency Retrofit

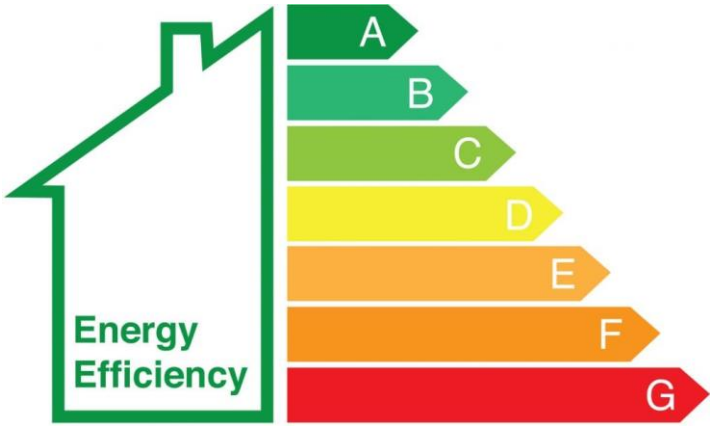
The Government introduced a series of grant funding schemes for local authorities and social landlords to upgrade the energy efficiency of eligible households.

The Council has implemented four of the Government funded schemes as summarised in the table below. These are Local Authority Delivery Phases 2 and 3 and the Home Upgrade Grant Phases 1 and 2.

	Home Upgrade Grant Phase 1	Local Authority Delivery Phase 2	Local Authority Delivery Phase 3	Home Upgrade Grant Phase 2
Number of homes upgraded	5	48	62	24
Total funding Spent	£53,009	£555,668	£721,080	£364,585

Combined Authority Domestic Retrofit Project 2023/24

The Council was awarded funding via Nottingham City Council (Midlands Net Zero Hub) as part of the development of the East Midlands Combined County Authority. The grant funding was used to raise the energy efficiency rating of low income and low Energy Performance Certificate (EPC) rated homes (those with EPCs of D, E, F or G). The scheme was available cross tenure. Installations had to be delivered by the end of August 2024. The scheme was successfully completed installing energy efficiency measures to 29 homes using £578,078 of funding.



One of the actions in this Strategy is to enable owner occupiers, tenants in rented accommodation and low- income households to access energy efficiency measures to where possible achieve minimum band C energy performance certificate.

Energy Performance Certificate Ratings in the Borough

An Energy Performance Certificate (EPC) indicates the energy efficiency of a building. The assessments are banded from A to G, where A is the most efficient in terms of likely fuel costs and carbon dioxide emissions. An EPC is required when a building is constructed, sold, or let and if a valid certificate is not already in place. The purpose of an EPC is to show prospective tenants or buyers the energy efficiency of the property. EPCs are valid for 10 years.

The graph below shows the EPC data for Gedling. Whilst the register does not have EPCs for every domestic home in the Borough, and some homes have been upgraded since this EPC data was compiled, the statistics are a good guide to the energy performance of homes in the Borough.

EPC rating	Number of properties
A	411
B	4952
C	13499
D	18396
E	6765
F	1476
G	240

Warm Homes on Prescription

In 2025/26 the Council has relaunched it's Warm Homes on Prescription service to provide grant assistance to lower income households suffering priority medical conditions that are exacerbated by poor housing conditions. The Council has allocated a further £150,000 in 2026/27 from the Better Care Fund allocation to provide targeted support to home-owners to fund improvements to their housing conditions to protect their health.

Warm Homes Local Grant

The Government's Warm Homes Local Grant began in 2025. Gedling Borough Council received an allocation of £901,563 which is being administered on behalf of the Council by Nottingham Energy Partnership and Nottinghamshire County Council.

The scheme will supply energy upgrades and low carbon heating to homeowners who are on a low income and have an Energy Performance Certificate between D and G.

Empty Homes

Empty homes can be a valuable resource, offering a way to increase housing supply, revitalize communities, and address issues like homelessness and anti-social behaviour. Bringing empty properties back into use can be more environmentally friendly than building new ones and can also generate revenue for the Council through Council Tax.

Increased Housing Supply

Empty homes represent a readily available stock of housing that can be brought back into use, helping to meet local housing needs and reduce pressure on the housing market.

Community Regeneration

Empty properties can negatively impact neighbourhoods, attracting vandalism and anti-social behaviour. Bringing them back into use can improve the local environment, boost community pride, and increase property values.

Economic Benefits

Empty homes can generate revenue for the Council through council tax and the New Homes Bonus scheme, which rewards local authorities for bringing empty properties back into use.

Environmental Benefits

Utilizing existing buildings avoids the environmental impact of new construction and can lead to more sustainable communities.

Addressing Social Issues

Empty homes can be an incentive for crime and anti-social behaviour and bringing them back into use can help create safer and more vibrant communities. As of April 2026, there were 316 long term empty homes in the Borough. Council Tax legislation identifies a property as a long-term empty home when it has been continuously empty for six months or more. All 316 have been empty for more than 12 months.

The Council has had a dedicated Empty Homes Officer in post since 2017 and in total the post has assisted in bringing 1029 empty properties back into use. The Council can use a range of tools to bring empty properties back into use however the Empty Homes Officer has successfully been able to provide advice and support to owners including information on repairs, letting, and selling to achieve these figures.

The enforcement action that could be considered includes Compulsory Purchase Orders, Empty Dwelling Management Orders, or an Enforced Sale, however the Council prefers to bring properties back into use voluntarily through working with an owner.

Independent Living

The Council receives Government funding via the Better Care Fund allocation to provide Disabled Facilities Grants and associated services to enable residents with disabilities to remain safe and live independently in their own homes.

Disabled Facilities Grants

The Council can award grants to disabled individuals who need to make changes to their homes, in the following examples: -

- are physically disabled
- have a learning disability
- have age-related needs
- are autistic
- have a cognitive impairment, like dementia
- have a progressive condition, like motor neurone disease
- have a terminal illness
- have a mental health condition

Grants can be awarded to provide assistance with changes such as: -

- widen doors and install ramps or grab rails
- improve access to rooms and facilities, for example, with a stairlift, or level access shower
- improve access to a garden
- build an extension, for example, a downstairs bedroom
- provide a suitable heating system
- adapt heating or lighting controls to make them easier to use

A Disabled Facilities Grant does not affect the benefits of the applicant

In recent years, the schemes have become more complex due to the assessed needs of residents and is more expensive to deliver with the rising cost of building materials and services.

The following table demonstrates the sum of spend since 2018 along with the number of applications approved.

Financial Year	Spend	Grants approved
2018/19	£922,431	102
2019/20	£967,457	97
2020/21	£842,246	94
2021/22	£1,184,648	106
2022/23	£1,297,641	98
2023/24	£1,292,980	95
2024/25	£1,180,070	77
2025/26	£970,553	87

Bath Out Scheme

In 2022/23 the Council also utilised £105,000 from the Better Care Fund allocation to implement a proactive "Bath-Out" scheme in partnership with Longhurst Housing Association to upgrade the bathrooms of 15 older persons' bungalows to provide level access showering facilities. The aim of the scheme was to support older residents accessing bathing facilities and reduce accidents in the home. This would also enable residents to continue living in their homes, avoiding the need for them to move.

Priority 4 – Looking after our residents in their homes

The Council has a responsibility to ensure the safety of residents encompassing its promotion of wellbeing, welfare, safeguarding and the provision of necessary services. This duty is primarily outlined in the Care Act 2014 and includes responsibilities related to health, housing, and social care. The specific duties vary, but generally involve ensuring residents' safety, promoting their independence, and providing support when needed. Gedling Borough Council aims to ensure this, by working with Nottinghamshire County Council and other partners.

The Council's duties relating to housing, include providing advice for those at risk of homelessness, and accommodation for priority groups.

It must also ensure that individuals can afford and feel safe in their homes and that housing in the Borough meets health and safety standards.

Examples of this include: -

- Supporting people to be able to afford their homes
- Ensuring people at risk of domestic abuse feel safe in their homes
- Drive forward health and wellbeing priorities in the Borough, through Integrated Neighbourhood Teams
- Ensuring equity of access to all customers in line with the Council's digital agenda.
- Developing a Virtual Voluntary and Community Sector Support Hub in Gedling Borough.

  Equalities, diversity and customer access channels

Affordability

Local Housing Allowance

Local Housing Allowance (LHA) was introduced by the government on 7 April 2008 and is used to calculate the maximum amount people on low incomes renting from a private landlord can claim in Housing Benefit, or the rental element of Universal Credit.

LHA rates relate to an area in which a claim is made, these areas are called Broad Rental Market Areas (BRMA). There are currently two BRMAs located within the Gedling Borough Council boundary, the Nottingham and North Nottingham BRMAs.

These areas are defined by the Valuation Office Agency (VOA) and reflect where people could reasonably be expected to live, considering access to facilities and services. Each BRMA has specific LHA rates based on the number of bedrooms a household is entitled to.

LHA rates are also calculated by the Valuation Office Agency (VOA). Valuation Officers collect rental information from letting agents, landlords, tenants and other sources. LHA rates are based on private market rents being paid in the BRMA which can differ from advertised rents. (“BRMAs can cross county boundaries.”)

LHA rates had been frozen for four years, meaning they didn’t keep pace with rising private rental costs, however in April 2024 the rates did increase. The decision to increase the rates was designed to relink LHA rates to the 30th percentile of local market rents. This means the rates were set to cover the cost of renting at least the cheapest 30% of properties in each local area. LHA rates are reviewed on an annual basis.

This led to an increase in the maximum housing support available for many private renters, although for some households there is still a shortfall between the amount of LHA entitlement awarded, and average rents within the Borough. This means that residents in the Borough who are on lower incomes are having to make up the shortfall from their other benefits and income, which could be leading to poor health from fuel poverty and poor diet and contribute to pockets of deprivation in the Borough.

The average private rent in Gedling Borough is £870 per month in June 2026. This figure represents a 6.8% increase compared to May 2024 when the charge was £810.

The following table demonstrates the Local Housing Allowance rates payable each BRMA operating with the borough. The table also shows the average private rental charge for each size criteria as of May 2025.

LHA April 2026					
	Shared Room weekly rate	1 Bedroom weekly rate	2 Bedroom weekly rate	3 Bedroom weekly rate	4 Bedroom weekly rate
Average rent in the borough	N/A	£143.31	£180.92	£222.92	£318.69
North Nottingham	£78.00	£102.41	£126.58	£134.63	£186.41
Shortfall between LHA rate and average rent	N/A	£40.90	£54.34	£88.29	£132.28
Nottingham	£87.45	£126.58	£149.59	£172.60	£223.23
Shortfall between LHA rate and average rent	N/A	£16.73	£31.33	£50.32	£95.46

The Council operates a Discretionary Housing and Hardship Fund Payments Policy. The aim of these schemes is to provide further financial assistance, in addition to any welfare benefits, to those claiming Housing Benefit, the rental element of Universal Credit and/or assistance through the Council Tax Reduction Scheme. Where a household has a shortfall in their rental benefit entitlement they can make an application to the Discretionary Housing Payment Scheme. Each case will be treated strictly on its own merits, and all customers will be treated equally and fairly. There is also no guarantee that an award will be granted or for how long. However, it aims to keep rent arrears down and protect tenancies. Awards can be made to households who rent in either the private or social sector.

Feeling safe in your home

Countywide Domestic Abuse Strategy

The Domestic Abuse Act was introduced in 2021. The Act created a statutory definition of domestic abuse, emphasising that domestic abuse is not just physical violence, but can also be emotional, controlling or coercive, and economic abuse.

Relevant aspects included ensuring that eligible homeless victims of domestic abuse automatically have 'priority need' for homelessness assistance.

The Countywide Domestic Abuse Strategy 2021-2024, was implemented by Nottinghamshire County Council and aims to provide a comprehensive response and address all aspects of domestic abuse. Domestic abuse is a complex and multifaceted problem affecting a wide range of people and requires comprehensive services and systems to tackle the issues effectively.

The Council, and all other Nottinghamshire authorities work in partnership to deliver the Strategy as part of its housing and homelessness service.

The strategy sets out Nottinghamshire's vision and approach to the prevention of domestic abuse and support for the survivors of domestic abuse. Eight priority areas were identified to cover the breadth of issues for survivors and their families and provide a community coordinated response.

The priority areas are:

- Safe accommodation
- Children and young people
- High risk survivors
- Health services
- Prevention
- Community services
- Criminal justice and the Courts
- Perpetrators

Commissioning Plan

Part of the Countywide Domestic Abuse Strategy 2021-2024 was to develop a comprehensive three-year Commissioning Plan.

Government funding has been used to commission a shared embedded Domestic Abuse worker to support survivors of domestic abuse and Sanctuary installations previously provide the Council with flexible funding which was used by the Council for ad-hoc expenses incurred by survivors, such as removal costs.

Violence Against Women and Girls (VAWG) Strategy 2023-2028

Gedling Borough Council's policy and initiatives have been designed to address Violence Against Women and Girls (VAWG) with a focus on safeguarding, partnership working, and direct support. The Council participates in the Nottinghamshire Police's VAWG strategy, promotes 'Ask for Angela' which helps people stay safe on nights out by asking bar staff for assistance and offers a Sanctuary Scheme with home security technology and a dedicated support worker from Juno Women's Aid. They also provide housing support for those experiencing domestic violence and work with various partners to raise awareness and prevent harm.

Sanctuary Scheme

Domestic abuse and violence currently affect approximately 1 in 4 women and 1 in 6 men, at some point in their life. The Council's Sanctuary scheme provides survivors of domestic violence (and hate crime) a way to remain in their own home and feel safe by providing additional security to the survivor's property as an alternative to offering temporary or emergency accommodation. The Scheme aims to stop victims returning to unsuitable and unsafe accommodation or from becoming homeless. It achieves this by providing improved home security to those at risk.

Eligibility

The Scheme is open to those who have experienced domestic abuse and want to remain in their homes, regardless of their tenancy type (Council, Housing Association, or private landlord, however, the Council does need to ask the landlord's permission for work to go ahead). There is no cost to the survivor for the Sanctuary Scheme.

The Scheme is jointly funded by central Government, the Supporting People Initiative, Nottinghamshire County Council and local authorities.

Security Measures

Every Sanctuary Scheme is tailored to the needs of the individual, but may include all or some of the following security measures:

- New and extra locks and bolts for doors, patio doors, windows, and gates
- Stronger doors
- Spy holes, chains, and access blockers for doors.
- Better security lighting (PIR)
- Fireproof letterbox
- Police portable alarm
- Ring doorbells

Collaboration

The Council collaborates with Nottinghamshire County Council, Juno Women's Aid and other agencies to ensure a comprehensive approach to supporting domestic abuse survivors.

No Local Connection Requirement

The Sanctuary Scheme is available to customers at every District/Borough Council in Nottinghamshire, as well as Nottingham City Council. All referrals should be made directly to the Sanctuary Coordinator at the relevant Council. A referral form can be completed by several agencies such as Juno Women's Aid, the Police, Housing Associations or Social Care.

Take up of the Scheme

Year	Spend	Referrals Received	No. Of Grants Approved
2021/22	£16,895	21	20
2022/23	£12,156	28	17
2023/24	£14,318	26	20
2024/25	£26,608	41	28
2025/26	£31,161	51	33

The average Sanctuary Scheme installation cost per application approved for 2025/26 was £944.28.

The Sanctuary Scheme is just one option available to survivors of domestic violence. In addition to the Sanctuary Scheme, the Council also:

- Provides information and resources on domestic abuse and where to get help.
- Works with housing providers to ensure safe accommodation for those fleeing domestic abuse.
- Offers housing support for victims of various types of abuse, including psychological, physical, and financial abuse.
- Provides access to other support services through the Council's website and partner organisations.

Driving forward health and wellbeing priorities in the Borough

Public Health

In Nottinghamshire, the “building blocks of Health” refer to the essential foundations needed for individuals and communities to thrive, with a strong focus on housing as a key component. These building blocks include access to good education, employment, safe and secure housing, a healthy diet, decent transport, and a good start in life for children. Strengthening these blocks is crucial for improving health and wellbeing, reducing health inequalities, and promoting thriving communities.

Public health is about working together to protect and improve the health and wellbeing of those living and visiting Nottinghamshire, and to reduce differences in health inequalities between people and communities from different backgrounds. In Nottinghamshire, the Health and Wellbeing Board and Integrated Care System partners have adopted the ‘building blocks of health as a model to frame our conversations and co-production of service provision to address health inequalities within our communities.

Where these building blocks are strong, people enjoy good health and wellbeing.

Where any of these blocks are missing, they can create avoidable and unfair differences in health.

The building blocks are:

- **Housing**

  Secure, affordable, and decent housing is a fundamental building block. This includes addressing issues like homelessness, improving housing standards, and ensuring new housing meets local needs.

- **Employment**

  Work provides income, social interaction, and a sense of purpose, positively impacting both mental and physical health.

- **Education and Skills**

  Access to good education is essential for individual development and future opportunities.

- **Transport**

  Available, reliable and affordable transport supports the other building blocks for good health.

- **Our Surroundings**

  This encompasses access to healthy food, safe and supportive work environments, and good transport links.

- **Money and Resources**

  Money and resources are essential for good health as they unlock access to other building blocks, such as good-quality housing and participation in society.

- **The Food we eat**

  Nutritious food is vital for our health and wellbeing, and for children’s development, but for too many it is not accessible or affordable.

- **Family, Friends and Communities**

  Strong social networks, access to community resources, and a sense of belonging contribute to overall wellbeing.

Health and Wellbeing Board

The Health and Wellbeing Board is a statutory body that has been working since 2012 and brings together local leaders in health and care in Nottinghamshire to improve people's health and wellbeing and reduce health inequalities in our communities. While not directly managing housing, the Board recognises housing as a crucial factor in overall health and well-being and works with partners to ensure residents have access to safe, warm, and secure housing. The Board also considers the impact of housing on health when developing strategies and plans.

Integrated Care Partnership (ICP)

The Nottingham and Nottinghamshire Integrated Care Partnership (ICP) brings together NHS, Social Care, and independent and third sector providers to agree the strategy and direction for the Integrated Care System as a whole. It is concerned with improving the care, health and wellbeing of Nottingham and Nottinghamshire residents.

Integrated Care Board (ICB)

The Nottingham and Nottinghamshire Integrated Care Board (ICB) is a statutory NHS organisation responsible for developing a plan for meeting the health needs of Nottingham and Nottinghamshire residents, managing the NHS budget and arranging for the provision of health services. The ICB works to deliver the Integrated Care System outcomes in partnership with other organisations.

Voluntary and Community Sector (VCS)

The Council benefits from the support of a vibrant voluntary and community sector providing a range of essential support in local neighbourhoods, and which can help to support people who are struggling to afford their homes and prevent homelessness.

The Council actively supports its Voluntary and Community Sector (VCS) through funding, resources, and collaborative initiatives. This support aims to strengthen local organisations, enhance their capacity to serve vulnerable residents, and foster community engagement. The Council's efforts are driven by a commitment to social inclusion, community resilience, and improved well-being for all residents.

Equalities, Diversity and Customer Access

The Council aims to ensure equality of access to all customers and ensures that residents can access housing-related services through various channels including through face-to-face and telephone appointments, as well across the Borough through a number of customer service outreach sessions, where residents can speak to an advisor in person, without having to visit our main offices in Arnot Hill Park, Arnold.

The Council provides telephone and face-to-face interviews for those needing housing support and advice

The Countywide Street Outreach Team supports rough sleepers to access housing and homelessness services.

Juno Women's Aid and Equation support survivors of domestic abuse to access refuge and domestic abuse support services.

Refugees are supported by the Council through its arrangements with the Asylum and Resettlement Team of Nottingham City Councill

The Council also operates several Hubs in the Borough as part of our ongoing outreach programme meaning customers do not need to travel to the Council's main offices for support.

The outreach programme has evolved with weekly sessions held in Carlton and Calverton. All locations are run by charities or community groups, so they offer a non-threatening, supportive environment for residents.

The Council has held sessions at the Ark in Gedling, the St Georges Community Centre in Netherfield, and the foodbank in Arnold. These community groups can also refer residents to the Council daily.

As part of the Council's Customer Service Strategy, the Council now offers web chat as a quick and easy response for those who may require help accessing online applications or guidance to find the help and assistance they need. Web chat has been introduced and includes a translation option for residents who may struggle where English is not their first language.

Delivery of key priorities

Priorities and Key Actions

Priority 1 – Delivery of New Housing					
Actions	**Target**	**Responsibility and Partner**	**Resources Required**	**Target Date**	**How do we measure success?**
Consider options for utilising Commuted Sums	Maximise delivery of affordable housing	Housing Options Team and partners	Commuted sums Officer time	Ongoing	Delivery of, and increased supply of, affordable housing in the Borough
To deliver the housing related actions for new build properties within the Council's Carbon Management Strategy and Action Plan	Maximise delivery of energy efficient homes	Housing and Planning	Officer time	Ongoing	Reduce carbon emissions for the Borough
Support planning applications which propose a mix of housing types, sizes and tenures	Maintain an appropriate mix of housing type, size and tenure to meet demand. Increase affordable housing stock across all affordable tenures throughout the borough.	Gedling Borough Council Housing and Planning Local Registered Providers Local Housing Developers	Officer time	Ongoing	Monitor number of new housing completions across each tenure annually. Monitor number of new housing completions across each tenure annually

Priority 2 – Helping those that want or need a home

Actions	Target	Responsibility & Partner	Resources Required	Target Date	How do we measure success
Review the need and quality of Temporary Accommodation Units	Purchasing and/or developing additional homes within the Borough and improving the standard of current stock	Housing Options Team and partners	Capital programme	Ongoing	A reduction in the numbers in Bed and Breakfast and nightly charged accommodation
Commission an Education in Schools programme	Introduce a programme of education in schools around homelessness.	Housing Options Team and third-party provider	Homeless Prevention Grant	April 2026	Reduction in the number of young people homeless in the Borough
Review the Council's Allocations Policy	Allocations Policy reviewed annually to ensure it meets current demand	Housing Options Team and partner Registered Providers	Officer time	Annually	Reducing waiting times for those in the highest housing need.
Developing a winter offer for rough sleepers during severe weather	Develop sustainable severe weather emergency provision	South Nottinghamshire Partners	Government grants around rough sleeping	Annually	Ensuring no one sleeps outside during severe weather
Participate in future Rough Sleeper Initiative (funding rounds in partnership with other Local Authorities)	Continue to provide support to rough sleepers and those at risk of becoming rough sleepers	Nottinghamshire Rough Sleeping Initiative partnership	Government grants	Annually	Continue to reduce the numbers of rough sleepers in the Borough
Maximise all available funding streams to reduce homelessness in the Borough.	Continue to introduce and commission new initiatives to prevent homelessness	Housing Options Team and partners	Homeless Prevention Grant	Ongoing	Prevent homelessness in the Borough

Priority 3 – Improving the quality of existing housing within the Borough

Actions	Target	Responsibility & Partner	Resources Required	Target Date	How do we measure success
Ensure that planning permissions provide new homes that meet older and disabled persons' needs.	Increase number of independent living type accommodations	Local developers	Officer time	Ongoing	Monitor number of new independent living homes annually
Explore options to further encourage downsizing in social housing through the Council's Allocations Policy, better care fund, disabled adaptations.	Release family type housing, assist people into more suitable housing	Housing Options Team and Registered Providers	Officer time and funding	Ongoing	Reduction in under occupation of homes in the Borough
Maximise the use of the Council's "Better Care Fund" allocation to support eligible households accessing disabled facilities grants.	Full spend of allocation	Food, Health and Housing Team	Better Care Fund allocation	Ongoing	Allocation fully utilised and increasing number of customers receiving adaptations via the Council.
Work with local partners to develop a local stock condition database.	To compile available housing statistical data into a database to inform strategic decisions and interventions to improve the existing housing stock.	Food, Health and Housing Team	Partnership funding obtained to build database.	December 2026	Improved ability to target interventions successfully and bid for resources to improve housing conditions.

Ensure new build housing is built to minimum energy efficiency standards.	Increase number of homes and developments which use renewable sources of energy.	Planning and Building Control Teams. Private Building Inspectors Local developers	Contractor supply chain and skills. Grant funding. Finance. Resident engagement	March 2026	More energy efficient houses built
Enable owner occupiers, tenants in rented accommodation and low-income households to access energy efficiency measures to where possible achieve minimum Band C Energy Performance Certificate	Improve Energy Performance Certificate (EPC's) ratings in the Borough	Planning, Building Control Team Environmental Health Team	Officer time and grants	Ongoing	Reductions in the number of properties with Energy Performance Certificate ratings D to G. Increase in the number of properties with Energy Performance Certificate ratings A to C
Work with owners of long-term empty homes to bring them back into use to maximise the use of existing housing stock	To reduce the number of long-term empty homes in the Borough	Food, Health and Housing Team Environmental Health Team	Empty Homes Officer, enforcement powers and funding to support compulsory purchase, empty dwelling management orders or enforced sale.	Ongoing	Reduction in the number of long-term empty homes

Implement a programme of "Selective Licensing" to regulate and improve private rented housing.	Ongoing. Current phase 2 scheme due to expire October 2027. Phase 1A came into force January 2025. Due to expire 4th January 2030	Food, Health and Housing Team	Licensing income to resource staff to administer scheme.	Ongoing	Performance monitoring during the scheme and evaluation of 'Selective Licensing' at the end of the scheme.
To deliver the housing related actions for existing properties within the Council's Carbon Management Strategy and Action Plan and the East Midlands Local Retrofit Strategy	To improve energy efficiency of the existing housing stock across all tenures	Public Protection & Housing	Officers time	Ongoing	Reduce carbon emission for all housing stock and address fuel poverty.

Priority 4 – Looking after residents in their own homes					
Actions	**Target**	**Responsibility & Partner**	**Resources Required**	**Target Date**	**How do we measure success**
New Voluntary and Community Sector (VCS) Hubs in place	VCS Hubs in place	Council and third sector partners	Part funded by the Council	Ongoing	Deliver support to vulnerable individuals throughout the Borough
Support people to be able to afford their homes	Discretionary Payment schemes	Revenues and Welfare Support Section	Discretionary Housing Payments grant funding	Ongoing	Monitoring of Discretionary Housing Payment budgets
Ensure equality of access to all customers in line with the Council's digital agenda.	Customer satisfaction surveys	Customer Service Department	Customer Service officers reviewing responses	Ongoing	Evaluation of feedback

Appendix 2: Consultation response form

Gedling Borough Council Housing Strategy 2025-2030 online survey

We hope you've had opportunity to look at the Council's draft Housing Strategy 2025-2030. A consultation on a housing strategy typically asks for opinions on the strategy's priorities, its effectiveness in addressing local needs, and whether it includes all necessary elements. To help us understand your thoughts and opinions in more detail, click the link to complete a short **survey** and tell us what you think.

1. Are you responding as?

A member of the public

A business or organisation

Commissioner of services

Service provider

Voluntary, Community or Social Enterprise organisation

On behalf of a parish, town, district or county council

Other

If other and not a member of public, please specify:

2. Overall, was the strategy clear and easy to understand?

Yes

No

Don't know

If no, please tell us what could be improved:

3. Does the strategy give clear clarity about what the Council is aiming to achieve?

Strongly agree.

Somewhat agree

Neither agree nor disagree

Somewhat disagree

Strongly disagree

If disagree, please explain why:

4. Does the strategy explain how the strategy links with other strategies and policies?

Strongly agree.

Somewhat agree

Neither agree nor disagree

Somewhat disagree

Strongly disagree

If disagree, please explain why:

5. Do you agree with the 4 key priorities identified?

Strongly agree.

Somewhat agree

Neither agree nor disagree

Somewhat disagree

Strongly disagree

If disagree, please explain why:

6. Are there any other priorities that should be included?

Yes

No

7. Please suggest the priority you feel should be include:

8. Do you agree with the proposed Action Plan?

Strongly agree.

Somewhat agree

Neither agree nor disagree

Somewhat disagree

Strongly disagree

If disagree, please explain why:

9. Do you agree with how the Council will measure success?

Strongly agree.

Somewhat agree

Neither agree nor disagree

Somewhat disagree

Strongly disagree

If disagree, please explain why:

8. Is the strategy relevant to you and your community?

Strongly agree.

Somewhat agree

Neither agree nor disagree

Somewhat disagree

Strongly disagree

If disagree, please explain why:

9. Do you think the Housing Strategy addresses the most important housing issues we face in the borough?

Yes

No

Don't know

If no, what else do you think should be included?

10. Do you have any other comments to make on Gedling Borough Council's draft Housing Strategy?

Please tell us a little bit about yourself (this is just so we can identify how different people in different parts of the borough respond).

11. What is your postcode?

12. If you live in the borough, where do you live? (please only tick one):

- Housing Association/Register social landlord tenant
- Supported housing
- Owner occupier
- With parents
- With relatives
- With friends
- Other (please specify):

13. What is your gender identity?

- Male
- Female
- Transgender male
- Transgender female
- Gender variant/ non-conforming
- Prefer not to say
- Other:

14. What age group are you in?

- Under 16
- 16 to 24
- 25 to 34
- 35 to 44
- 45 to 54
- 55 to 64
- 65 to 74
- 75 and over
- Prefer not to say

15. 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, Bangladeshi
- Mixed, White and Black, Caribbean
- Mixed, White and Black, African
- Mixed, White and Asian
- Chinese
- Gypsy/Traveller
- Prefer not to say
- Any other background:

16. What is your religion?

- No religion
- Christian (including Church of England, Catholic, Protestant and all other Christian
- denominations)
- Buddhist
- Hindu
- Jewish
- Muslim
- Sikh
- Prefer not to say

Any other religion:

17. Do you have a disability?

- Yes
- No
- Prefer not to say

18. Which of the following best describes your sexual orientation?

- Straight/Heterosexual
- Gay or Lesbian
- Bisexual
- Prefer not to say
- Other sexual orientation:

Appendix 3 – Stakeholder analysis

- Anyone with a housing need, interest or play a role in housing.
- Register Housing providers
- Juno Women's Aid
- Private landlords
- Shelter
- Charities
- Support Housing providers
- Probation Services
- Street Outreach Team
- Citizens Advice Bureau
- Direct Help and Advise (DHA)
- Framework
- The Voluntary, community and faith sector
- Religious and spiritual groups
- Nottinghamshire County Council – Public Health & Social Care
- Commissioners at Health and Social Care
- Housing developer's forum
- General public
- Other neighbouring Local Authorities
- MHCLG
- Age UK
- Royal British Legion
- Salvation Army
- Money advice services
- Elected Members

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No.	Overall, is the strategy clear and easy to understand?	Officer Comments
1	We don't need more housing as we haven't got basic infrastructure for houses already have in Bestwood village and surrounding areas. We need Doctor surgery dentist local shops before you start adding to the ever-increasing housing.	Housing targets are set by the Government's standard method and the Gedling Local Development Plan will allocate the most appropriate sites in accordance with a settlement hierarchy which will delivery sustainable growth. Infrastructure improvements will be identified in consultation with the relevant authorities, and its delivery will be set out within the Infrastructure Funding Statement.
2	You haven't shared the link for us to read the strategy so we cannot say if it is clear and easy to understand.	The issue was resolved immediately, and the original 6-week consultation period was extended for a further 2 weeks.
3	Over complicated and no clear action other that "we are", what are you going to do and where? How are you going to ensure there are suitable infrastructures within Calverton, Woodborough, Oxton etc, such as doctors' surgeries, schools, parking, shops. Its alright building houses but what about the congestion and mayhem that ensues as all are attempting to use and already oversubscribed facilities.	Addressed in Q1 above.
4	Improve the social housing system.	The Social Housing Bill will protect much-needed social housing stock, give affordable housing providers the clarity and confidence they need to build more social homes, and better protect tenants who are victims of domestic abuse by providing them with greater security and stability.
5	It is unclear to me what the plan is to increase affordable housing in the district and also how the council will increase social housing stock in line with demand. It is unclear to me how new development of housing will help contribute to the climate crisis. Very weak strategy in terms of climate action and low carbon homes.	This will be delivered through the local plan allocations and other appropriate development in accordance with the appropriate policies of the plan.

No.	Please let us know what we could improve?	Officer Comments
1	The strategy provides a good overview of services available which underpin the priorities and demographic information. The strategy would benefit from detail being more concise. The action plan would benefit from more measurable actions and clearer detail about what difference will be seen when actions are achieved.	The Strategy is an overarching document. More detailed information relating to individual service areas will be set out in supporting strategies and service-specific documents.
2	The roads they are a disgrace.	Responsibility for roads in Nottingham is split between Nottingham City Council and Nottinghamshire County Council, depending on where the road is located. Major strategic routes and motorways are handled nationally by National Highways.
3	Far too much information for the average resident to read/understand.	Noted. The strategy is intended to provide an overarching framework and therefore needs to cover the full range of current housing issues in sufficient detail.
4	To understand yes to comprehend NO.	Noted. The Council will continue to consider how the Strategy can be presented as clearly as possible for residents.
5	Less large houses, more 2-bedroom, affordable housing and less 4/5 beds, more doctors, pharmacists and schools, and more green spaces. New housing should NOT be built on greenbelt but incorporated into derelict and abandoned buildings.	There is a need for homes of different sizes and a mix of tenures to meet current housing needs across the Borough. The housing mix policies of the local plan will be informed by a Housing Needs Assessment that identifies the appropriate types of homes to deliver.
6	Explain exactly what it is you're doing.	A housing strategy is a high-level, long-term plan developed by the Council to meet the housing needs of its residents.
7	Easy to read summary of key actions planned.	Noted. The Council will consider how key actions can be summarised clearly within the Strategy and supporting documents.

8	Good and valuable document.	Noted. The Council welcomes the positive feedback on the Strategy.
9	Not so long winded.	Addressed in Q3 above.
10	It is not clear to me when reading the housing strategy what plans are in place to develop/increase social housing stock for those in need and eligible for this and how this differs from affordable housing. developed external to the housing stock available through eligible letting processes.	This will be delivered through the local plan allocations and other appropriate development in accordance with the appropriate policies of the plan.
11	It is not wanted by the people of Bestwood village.	Noted. Housing is needed across the borough to address local affordability, prevent homelessness and support local economies.
12	Too long winded and not clear, need to make this simpler	Addressed in Q3 above.
13	Fine dress up many hidden agendas of which, if people recognised they were hidden there, they would not approve.	Noted. The Strategy has been prepared through a public consultation process and sets out the Council's approach to addressing identified housing needs.
14	Simplify the document, shorten and link strands that appear under different headings	Addressed in Q3 above.
15	what I cannot understand is that the council want to build more houses. We have planning at the council for two semis and the red tape fiasco that we have to go through. we have a demolition order for the abandoned shop and outbuilding. we can't demolish it as we have to get a bat survey carried out. so far it has cost us almost two grand with a further two grand to part for two people to check when it gets warmer. now we have been landed with a hefty business rates bill that we have to pay even though we have no business and want to knock it down. So how can the housing strategy come into place with all this red tape to do with a bat?? will you come across this too with the building of houses?	Bats are a protected species, and their presence is a material planning consideration. Any potential impact on protected species must be considered through the planning process, and disturbance may constitute an offence.
16	The strategy makes no mention of how other community facilities will be accommodated (e.g. education, social, recreation).	Infrastructure improvements will be identified in consultation with the relevant authorities, and its delivery will be set out within the Infrastructure Funding Statement.

No.	Comments from those that disagreed that the strategy gave clear clarity about what the Council is aiming to achieve.	Officer Comments
1	You haven't published the strategy for us to read.	The issue was resolved immediately, and the original 6-week consultation period was extended for a further 2 weeks.
2	No building on green belt.	The growth strategy is set out within the Local Plan that is subject to consultation and then examination by the Secretary of State.
3	Too wishy washy.	Noted. The strategy is intended to provide an overarching framework and therefore needs to cover the full range of current housing issues in sufficient detail.
4	It's confusing and contradictory.	Addressed in Q2 above.
5	The strategy should commit to developing more affordable housing and a number of new social housing that will be made available during term of strategy.	Housing targets are set by the Government's standard method and the Gedling Local Development Plan will allocate the most appropriate sites in accordance with a settlement hierarchy which will delivery sustainable growth. Infrastructure improvements will be identified in consultation with the relevant authorities, and its delivery will be set out within the Infrastructure Funding Statement.
6	The main priorities are clear however the underpinning information is sometimes not clearly linked to the theme it is addressing. Concise, summary information about what the Council's aims are and how it will achieve those aims at the end of each priority would be helpful.	The strategy sets out the aim, objectives, and timetable to deliver the 4 key priorities of the Strategy.
7	No properties for the elderly to downsize into.	Noted. The need for a suitable mix of homes, including housing options for older residents and those wishing to downsize, will be considered through the Housing Needs Assessment and relevant Local Plan policies.

8	The plan lacks all concept of infrastructural development and in isolation will cause a whole range of unconsidered problems and costs.	Housing targets are set by the Government's standard method and the Gedling Local Development Plan will allocate the most appropriate sites in accordance with a settlement hierarchy which will delivery sustainable growth. Infrastructure improvements will be identified in consultation with the relevant authorities, and its delivery will be set out within the Infrastructure Funding Statement.
9	It gives no indication of strategy for local infrastructure, including ability local roads and transport to the city centre.	Addressed in Q8 above.
10	Can't seem to find out exactly what it you're doing.	The strategy sets out the current housing position and identifies four key priorities to address local housing needs.
11	Big on aims small on actions.	Noted The strategy sets out the aim, objectives, and timetable to deliver the 4 key priorities of the Strategy.
12	It is unclear how the Council will ensure that new homes will have a reduced carbon footprint despite claiming this is an aim. How will this be implemented and measured? The strategy does not reference the Design Code Framework.	These matters are covered in other plans such as the Carbon Management Strategy and policies within the local plan that will require homes to be constructed to a certain standard.
13	Why propose a strategy that is against the wishes of the people?	A council's housing strategy is essential because it aligns local planning, health, and economic growth to meet community needs. It provides a roadmap to tackle homelessness, boost affordable housing supply, improve property standards, and help vulnerable residents live independently.
14	The strategy rewards those who have made minimal effort over the years, by forcing those have taken appropriate actions to pay for the first group as well as themselves.	Noted. The Strategy seeks to respond to identified housing needs across the borough and to support residents in different circumstances.
15	Too wordy, how do headings link together.	Addressed in Q3 above.

No.	Suggested additional priorities from respondents who disagreed with the four existing key priorities.	Officer Comments
1	You haven't published the strategy for us to read.	The issue was resolved immediately, and the original 6-week consultation period was extended for a further 2 weeks.
2	No building on green belt.	The growth strategy is set out within the Local Plan that is subject to consultation and then examination by the Secretary of State.
3	Not enough on infrastructure.	Housing targets are set by the Government's standard method and the Gedling Local Development Plan will allocate the most appropriate sites in accordance with a settlement hierarchy which will delivery sustainable growth. Infrastructure improvements will be identified in consultation with the relevant authorities, and its delivery will be set out within the Infrastructure Funding Statement.
4	Commitment to develop low carbon homes should be in the strategy.	These matters are covered in other plans such as the Carbon Management Strategy and policies within the local plan that will require homes to be constructed to a certain standard.
5	The priorities outlined appear appropriate. It is good to see the emphasis on adaptable homes within priority 1 but it would be helpful to understand what collaboration with social care & health partners will take place to ensure the right types of adaptations are being considered, in the right areas.	For the Local Plan, the Council directly consults with the County Council Policy Team regarding the policies and allocations within the plan. We will also enter into a Statement of Common Ground with NCC to present to the Inspector who will examine the plan. The Housing Needs Assessment does demonstrate that the borough has an ageing population and shows growth in the population with a disability. Policy 41 of the Gedling Borough Local Development Plan proposes that all new build homes are constructed to M4(2) standard which is a higher, optional

		accessibility standard than the mandatory baseline of M4 (1). Adaptations are considered on an individual basis, taking account of each resident's specific needs and circumstances.
6	Properties for the elderly.	The housing mix policies of the local plan will be informed by a Housing Needs Assessment that identifies the appropriate types of homes to deliver.
7	Pharmacists, shops, green spaces, youth and kid's clubs.	Infrastructure improvements will be identified in consultation with the relevant authorities, and its delivery will be set out within the Infrastructure Funding Statement.
8	Prioritise local people, communities and businesses.	A housing strategy prioritises local people by enforcing targeted allocations policies and planning conditions designed to keep housing stock accessible to those with deep community ties. These frameworks ensure development and social housing directly benefit the existing community.
9	Homelessness numbers so small, it shouldn't be a priority.	The Council has experienced increased numbers in singles and families becoming homeless. These households ae vulnerable and face overwhelming barriers to access basic necessities and services.
10	Children, especially school children.	Noted. The Strategy recognises the importance of housing in supporting families and communities. Wider infrastructure needs, including education provision, are considered through the Local Plan and engagement with relevant infrastructure providers.
11	Addressing housing need and affordable housing. Renewable energy initiations.	The Social Housing Bill will protect much-needed social housing stock, give affordable housing providers the clarity and confidence they need to build more social homes, and better protect tenants who are victims of domestic abuse by

		providing them with greater security and stability.
12	Threaded into all four priorities should be a reflection of Gedling's ambitions to reduce carbon emissions such as building low carbon homes and using planning as an enabler for this alongside to other commitments that mitigate the risks of climate change to include planning for green spaces around homes that improve health and wellbeing, reduce heat islands, and improve air quality through natural mitigations.	Addressed in Q4 above.
13	Inserting suitable infra structures to the current population which are failing due to much housing and building.	Housing targets are set by the Government's standard method and the Gedling Local Development Plan will allocate the most appropriate sites in accordance with a settlement hierarchy which will delivery sustainable growth. Infrastructure improvements will be identified in consultation with the relevant authorities, and its delivery will be set out within the Infrastructure Funding Statement.
14	Don't build more houses we don't need any more where I live.	Noted. Housing is needed across the borough to address local affordability, prevent homelessness and support local economies.
15	To enable those who have worked and saved money for the authority over many years, to continue to do so.	Noted. The Strategy is intended to respond to identified housing needs across the borough and to support residents in a range of circumstances. It does not seek to reward particular behaviours, but to ensure that housing support and provision are targeted fairly and in accordance with assessed need and relevant statutory duties.
16	Key priorities? needs further work on the prominence if the key priorities are to have an impact on house building.	The Strategy sets out four key priorities that provide the framework for addressing housing needs across the borough. The priorities will also inform wider work, including the Local Plan, housing mix policies and engagement with developers and registered providers.

17	Increase density and efficient use of land.	Housing targets are set by the Government's standard method and the Gedling Local Development Plan will allocate the most appropriate sites in accordance with a settlement hierarchy which will delivery sustainable growth. Infrastructure improvements will be identified in consultation with the relevant authorities, and its delivery will be set out within the Infrastructure Funding Statement.
18	As per my last notes. make it easier for people to build houses and homes.	

No.	Respondents' reasons for disagreeing with the proposed delivery of key priorities actions (Action Plan)	Officer Comments
1	You haven't published the strategy for us to read.	The issue was resolved immediately, and the original 6-week consultation period was extended for a further 2 weeks.
2	You will not be a council in 5yrs time. We will have been handed over to Nottm city who will do who knows what.	Final decisions from the government regarding Local Government Reorganisation (LGR) boundaries are expected by the Summer of 2026.
3	Too much housing is being built.	Noted. Housing is needed across the borough to address local affordability, prevent homelessness and support local economies.
4	There are no actions about developing more social housing. Very limited action in terms of low carbon homes.	This will be delivered through the local plan allocations and other appropriate development in accordance with the appropriate policies of the plan. Low carbon homes are covered in other plans such as the Carbon Management Strategy and policies within the local plan that will require homes to be constructed to a certain standard .
5	The actions outlined are generally appropriate however they are not always specific and measurable; the measurements of success appear vague. Target are also not always clear or related to the action.	The strategy sets out the aim, objectives, and timetable to deliver the 4 key priorities of the Strategy.
6	Too many large properties being developed and where there are larger estates insufficient infrastructure and support services included.	Housing targets are set by the Government's standard method and the Gedling Local Development Plan will allocate the most appropriate sites in accordance with a settlement hierarchy which will delivery sustainable growth. Infrastructure improvements will be identified in consultation with the relevant authorities, and its delivery will be set out within the Infrastructure Funding Statement.
7	Should not be building on greenbelt... no thought given to wildlife, no thought given to people needing green space to walk.	The growth strategy is set out within the Local Plan that is subject to consultation and then examination by the Secretary of State.

8	Actions not clear enough.	Addressed in Q5 above.
9	Action Plan does not include any reference to developing low carbon homes and does not include reference to the design code framework. These should be integral to help match local commitments to reducing carbon emissions.	The strategy has been amended to include activities that address the requirements of the Carbon Management Strategy and Action Plan, as well as the East Midlands Local Retrofit Strategy.
10	Infra structure for the existing population who are being failed - 4 weeks for GP appointments, etc due to excessive house building.	Addressed I Q6 above.
11	Not necessary, point scoring by labour and reform	Addressed in Q3 above
12	From my understanding much of the plan involves building on green belt and recreational land.	The growth strategy is set out within the Local Plan that is subject to consultation and then examination by the Secretary of State.
13	It rewards those who have acted and continue to act irresponsibly, by forcing those who have acted responsibly to lay for those who have not.	Noted. The Strategy is intended to respond to identified housing needs across the borough and to support residents in a range of circumstances. It does not seek to reward particular behaviours, but to ensure that housing support and provision are targeted fairly and in accordance with assessed need and relevant statutory duties.

No.	Respondents' reasons for disagreeing on how the Council will measure success	Officer Comments
1	You haven't published the strategy for us to read.	The issue was resolved immediately, and the original 6-week consultation period was extended for a further 2 weeks.
2	The actions are not SMART and therefore not measurable.	The strategy set achievable targets confirming what is to be deliver, by whom and when.
3	Measures of success are vague, it would be helpful to understand what increase in housing supply, energy efficient homes, etc would be considered successful.	Housing targets are set by the Government's standard method and the Gedling Local Development Plan will allocate the most appropriate sites in accordance with a settlement hierarchy which will delivery sustainable growth. The strategy has been amended to include activities that address the requirements of the Carbon Management Strategy and Action Plan, as well as the East Midlands Local Retrofit Strategy.
4	Which council do you mean?	The Strategy is for Gedling Borough Council only
5	Didn't see how you're going to do this Surely success is measured by no homelessness, clean and safe streets and no crime.	The Strategy sets out the priorities, actions and timescales for delivery. Success will be measured through relevant housing indicators, including progress in preventing and relieving homelessness, improving access to suitable housing, and supporting safe, sustainable communities. Wider issues such as crime and street cleanliness are important but are addressed through other Council strategies and partner services.
6	Disagree with prioritising illegal immigrants over homeless, sofa sleepers and families who have been in the housing waiting list for many months!	Noted. The Strategy does not prioritise any one group over another. Housing support and allocations are considered in accordance with assessed housing need, eligibility criteria and the Council's statutory duties. This includes support for households who are homeless, at risk of homelessness or living in temporary

		accommodation, or on the housing register.
7	Measures should include developing more low carbon homes and reducing carbon emissions and improving air quality.	These matters are covered in other plans such as the Carbon Management Strategy and policies within the local plan that will require homes to be constructed to a certain standard.
8	Cllr Maltby is the only one who listens and has a robust understanding of community views.	Noted.

No.	Respondents' reasons for disagreeing that the strategy was relevant to them and their community	Officer Comments
1	You haven't published the strategy for us to read.	The issue was resolved immediately, and the original 6-week consultation period was extended for a further 2 weeks.
2	No new resources and you want to build on green belt land. And flood plains.	These matters are covered in other plans such as the Carbon Management Strategy and policies within the local plan that will require homes to be constructed to a certain standard.
3	Do not want any more housing.	Noted. Housing is needed across the borough to address local affordability, prevent homelessness and support local economies
4	This has not taken our village into account.	Housing targets are set by the Government's standard method and the Gedling Local Development Plan will allocate the most appropriate sites in accordance with a settlement hierarchy which will delivery sustainable growth. Infrastructure improvements will be identified in consultation with the relevant authorities, and its delivery will be set out within the Infrastructure Funding Statement.
5	Not enough information about homelessness in the area and how to prevent it. Limited reference to substance misuse and housing first approach which has had success in other areas.	The Housing Strategy is an overarching document. More detailed information relating to individual service areas will be set out in supporting strategies and service-specific documents, including the Homelessness and Rough Sleeping Strategy 2022–2027. Priority 2 of the Housing Strategy also provides further detail on homelessness and related support.
6	It does not reflect our needs.	The 4 key priorities set out a clear objective on how to address our future housing needs.
7	Our village can't cope with existing and already future planned housing and population increases.	Addressed in Q4 above.

8	No effective infrastructure plans.	Housing targets are set by the Government's standard method and the Gedling Local Development Plan will allocate the most appropriate sites in accordance with a settlement hierarchy which will delivery sustainable growth. Infrastructure improvements will be identified in consultation with the relevant authorities, and its delivery will be set out within the Infrastructure Funding Statement.
9	There are now enough new builds in this area, having lost a lot of greenspace and wildlife areas.	Addressed in Q8 above.
10	The influx of HMO's is causing the area to become a no-go zone. There is constant fly tipping and long-time residents feel very unsafe.	The Council is monitoring HMO numbers across the borough.
11	Does not include sufficient reference to the climate crisis and developing low carbon homes that are affordable and reduce reliance on oil and gas.	These matters are covered in other plans such as the Carbon Management Strategy and policies within the local plan that will require homes to be constructed to a certain standard.
12	Not wanted Not needed. Area has ceased to be a village due to excessive house builds.	Addressed in Q8 above.
13	All residents should be consulted directly, not just given an opportunity online as many residents may not have access to.	Noted. The Council seeks to make consultations as accessible as possible. However, consulting every resident directly is not always practical due to the scale of the borough, the resources required, and the need to ensure consultation activity remains proportionate.
14	Even in our community, social housing is required. It is imperative that we have a diverse community and the housing is low cost to give those on lower wages an opportunity to live here.	Affordable housing will be delivered through the local plan allocations and other appropriate development in accordance with the appropriate policies of the plan.
15	The strategy does not mention other areas of consideration. How will other facilities be incorporated to the housing strategy? What is the impact on those facilities? Will existing facilities continue to exist, if not, how will they be replaced?	Infrastructure improvements will be identified in consultation with the relevant authorities, and its delivery will be set out within the Infrastructure Funding Statement.

No.	Respondents' reasons for disagreeing that the strategy addresses the most important housing issues in the borough	Officer Comments
1	We need more facilities before more housing.	Housing targets are set by the Government's standard method and the Gedling Local Development Plan will allocate the most appropriate sites in accordance with a settlement hierarchy which will delivery sustainable growth. Infrastructure improvements will be identified in consultation with the relevant authorities, and its delivery will be set out within the Infrastructure Funding Statement.
2	You haven't published the strategy for us to read.	The issue was resolved immediately, and the original 6-week consultation period was extended for a further 2 weeks.
3	It is all about building more when there should be no more.	More homes are needed because housing supply continues to keep pace with demand, affecting affordability and limiting housing choice.
4	Infrastructure requirements, doctors, pharmacies, schools, parking. It certainly does not address the "Affordable Housing" issue. Many are built, good, but they are purchased by large organisations who then rent them out at the same cost of a standard mortgage, thus totally making a mockery of the just cause. Question is are you going to allow this to continue, or are you prepared to put caveats on planning permissions?	Addressed in Q1 above.
5	Very limited and weak strategy in relation to climate crisis and limited commitment to work with Jigsaw to develop new social housing and how the council will meet growing demand.	Affordable housing will be delivered through the local plan allocations and other appropriate development in accordance with the appropriate policies of the plan. The strategy has been amended to include activities that address the requirements of the Carbon Management Strategy and Action Plan, as well as the East Midlands Local Retrofit Strategy.

6	The strategy should focus on just three elements. 1) Getting rid of/demolishing poor quality housing. 2) Building more quality, affordable housing. 3) Developing new communities between the current urban and rural communities so as not to change the character of the existing communities.	Address in Q1 above.
7	The action plan does not appear to respond to the identified gap in housing need and how this will be addressed or include targets regarding this. Could there be targeted work around engagement with RPs regarding the new Homes England 10-year funding plans and proactive work with developers about areas of need?	Addressed in Q1 above.
8	You need to look into whole new town development to start to meet demand.	Addressed in Q1 above.
9	Needs in the outlying areas in Gedling, Broxtowe, etc are NOT the same as requirements in the City area. These proposals seem set on satisfying Nottingham City requirements at all costs.	The strategy has been developed giving regard to Gedling borough residents needs and not those of any other council.
10	To many large houses.	The housing mix policies of the local plan will be informed by a Housing Needs Assessment that identifies the appropriate types of homes to deliver.
11	The increase of HMO's has destroyed the community feel, made it increasingly impossible to get GP appointments and made it unsafe for our young and old to feel safe when out.	The Council is monitoring HMO numbers across the borough.
12	No mention of infrastructure requirements. Where are all the new residents going to find doctors, dentists etc What impact will all the new cars have on local roads (potholes).	Addressed in Q1 above.
13	Does not address the need to develop affordable housing through low carbon solutions.	These matters are covered in other plans such as the Carbon Management Strategy and policies within the local plan that will require homes to be constructed to a certain standard.
14	The biggest concern people have is the amount of new builds at the destruction of the environment causing an unprecedented strain on services who at present are failing to deliver.	Address in Q5 above.
15	Green belt and recreational lands must not be destroyed for the sake of housing. These areas must be	The growth strategy is set out within the Local Plan that is subject to

	preserved. There are many brown belt sites available. There is no clear plan to upgrade the necessary infrastructure.	consultation and then examination by the Secretary of State.
16	The only winners are those who have squandered their money.	Noted. The Strategy does not prioritise any one group over another. Housing support and allocations are considered in accordance with assessed housing need, eligibility criteria and the Council's statutory duties. This includes support for households who are homeless, at risk of homelessness or living in temporary accommodation, or on the housing register.
17	As per my last notes. plus, where are you going to get all the tradesmen from?? it will take longer than a few weeks to train up these people to be professional in their jobs.	It is the responsibility of the developers to ensure they have required contractors in place to deliver the sites.

No.	Any other comments made on the draft Strategy	Officer Comments
1	Please publish the strategy and share a link for it.	The issue was resolved immediately, and the original 6-week consultation period was extended for a further 2 weeks.
2	It's a waste of time.	The strategy is not considered to be a waste of time as it sets a long-term plan to address much needed housing issues in the area. It sets actionable objectives to build new affordable homes, improve existing properties, prevent homelessness, and support vulnerable residents to live independently.
3	The housing strategy is just a plan to keep building houses ad infinitum. This is a ridiculous 'strategy' and must end. There are too many people already and the area cannot take any more.	The strategy is not about infinite growth. It is a necessary adjustment to prevent locals from being forced out of the area and to ensure young people and families have secure and affordable places to live.
4	Sadly, I and many others feel this survey will be ignored as other have.	The Council will monitor the strategy and execute the initiatives designed to tackle our key priorities.
5	Very disappointed by this strategy in relation to climate crisis and also commitment to build more affordable homes and more social housing. I seriously question the notion that people can afford to buy but prefer to rent....how has that statistic been reviewed or evidenced?	Housing targets are set by the Government's standard method and the Gedling Local Development Plan will allocate the most appropriate sites in accordance with a settlement hierarchy which will delivery sustainable growth. The strategy has been amended to include activities that address the requirements of the Carbon Management Strategy and Action Plan, as well as the East Midlands Local Retrofit Strategy.
6	The priorities outlined appear appropriate. It is good to see the emphasis on adaptable homes within priority 1 but it would be helpful to understand what collaboration with social care & health partners will take place to ensure the right types of adaptations are being considered, in the right areas. Again, this does not appear to have a proactive target within the action plan. It would be helpful to understand if the Iceni	For the Local Plan, the Council directly consults with the County Council Policy Team regarding the policies and allocations within the plan. We will also enter into a Statement of Common Ground with NCC to present to the Inspector who will examine the plan.

	report of unmet demand for social rented housing incorporates an estimate of people in a broader range of temporary housing arrangements, or who would want to move from their current situation i.e. people living with parents, people in supported living. This section also cites over supply of 55+ sheltered accommodation, what are the targets around engaging with housing providers about repurposing this to meet identified gaps? Under priority 4 actions, there is a proposal for new VCS hubs. There are other hub developments being planned at the moment with the VCS, it might be helpful to take stock of these to understand what gap is left. Carbon reduction and sustainable homes has interdependencies and should be considered across all of the priorities. No properties for the elderly with their own home to downsize into.	The Housing Needs Assessment considers a range of housing needs across the borough, including affordable housing, older persons' accommodation and specialist housing requirements. The evidence will be used to inform future housing mix policies, engagement with registered providers and wider discussions about how existing and future housing stock can best respond to identified needs. The Council will continue to work with housing providers and relevant partners to explore opportunities to make best use of existing accommodation, including where there may be scope to review or repurpose stock to better meet current and future demand. The strategy has been amended following the consultation to align more closely to existing; Carbon Management, Retrofit and Local Plan existing policies/strategies/documents along with ensuring new build properties meet current energy efficiency standards and clean energy technology. Carbon Reduction is also addressed in the Local Plan with Policy GLDP1 requiring all new residential development to demonstrate a minimum 63% improvement on Part L 2021 Building Regulations Target Emissions Rate through energy efficiency measures (including heat pumps).
7	It is a forced plan by a declining council and not appropriate to meet realistic demands.	The Strategy has been prepared to respond to identified housing needs across Gedling Borough and to provide a long-term framework for housing delivery, homelessness prevention, affordable housing, housing quality and support for

		residents. It has been developed through evidence, consultation and relevant statutory requirements, and will be reviewed and monitored to ensure it remains appropriate to local needs and changing circumstances.
8	Put locals first.	The Strategy seeks to support Gedling residents by improving access to suitable, affordable and secure housing, while ensuring decisions are made fairly and in accordance with statutory duties and adopted policies.
9	Make sure all new housing has rainwater recycling, solar panels and gardens with exposed soil /grass to reduce run-off Can the sewerage systems cope with higher demand, are Severn Trent fully on board ? You shouldn't be building on viable agricultural land (green belt) You need to use modular building techniques to reduce cost - like the recent development on Rolleston Drive Large developments need shops and pubs included.	Policy GLDP1 of the Gedling Local Development Plan requires all new residential development to demonstrate a minimum 63% improvement on Part L 2021 Building Regulations Target Emissions Rate through energy efficiency measures (including heat pumps). Severn Trent Water are consulted through the process of drafting the Local Plan and also in respect of planning applications for new residential development. Precise details of surface water drainage arrangements are considered with planning applications with the input of the relevant consultees such as Nottinghamshire County Council as the Lead Local Flood Authority and Severn Trent Water. In terms of modular building techniques, the housing within the borough will be delivered by housebuilders who will determine the most appropriate way to construct dwellings. The Council is unable to insist on specific methods of construction.
10	Housing should be mostly to people who have relatives/family in the area first, a percentage of others should also be included.	Addressed in Q8 above.
11	Stop impacting on the already stretched resources of Hucknall by sanctioning building	The Council directly liaises with infrastructure providers such as

	right up to the boundary. Gedling will collect the council tax, but Ashfield will have their services plundered. No-one who lives in one of these houses will realistically use any Gedling services other than the refuse collection.	Nottinghamshire County Council and the NHS to secure infrastructure improvements through planning obligations and, where appropriate, the imposition of planning conditions to ensure the impact of development is mitigated. Such obligations are not restricted to Gedling Borough.
12	Please note this has been submitted on behalf of Gedling Climate Change Group.	Noted.
13	It is directly opposed to people's wishes- more housing is the last thing needed. GP surgeries repair of potholes Infrastructure not housing.	Housing targets are set by the Government's standard method and the Gedling Local Development Plan will allocate the most appropriate sites in accordance with a settlement hierarchy which will delivery sustainable growth. Infrastructure improvements will be identified in consultation with the relevant authorities, and its delivery will be set out within the Infrastructure Funding Statement.
14	We have had new builds already now you plan to eat up surrounding land and build more not needed and destroying the area.	The growth strategy is set out within the Local Plan that is subject to consultation and then examination by the Secretary of State.
15	The emphasis is all in the wrong place.	The Strategy seeks to balance a range of housing priorities, including affordable housing delivery, homelessness prevention, housing quality, support for vulnerable residents, and the wider need for sustainable communities. The priorities have been informed by available evidence, consultation feedback and the Council's statutory responsibilities, and will be kept under review through monitoring of the strategy.
16	It is imperative to offer the best possible housing to those on lower incomes and/or living with difficulties.	Agreed. Providing high-quality, genuinely affordable housing is a fundamental human right and the cornerstone of any progressive housing strategy.
17	Less red tape. we are trying to build a home for ourselves. before we have even started, we could be almost spent up.	The Council recognises that the planning process can be complex for applicants, particularly those

		seeking to build their own home. However, planning requirements are necessary to ensure development is safe, appropriate, legally compliant and takes proper account of matters such as design, highways, drainage, ecology and neighbouring amenity. The Council will continue to provide guidance to applicants where possible and encourages early engagement through the pre-application process to help identify requirements at an early stage.

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Appendix 4: Housing Strategy 2026-2030
Equality Impact Assessment

Gedling Borough Council Housing Strategy 2026-2030	
The main objective of Gedling Borough Council Housing Strategy 2026-2030	This Housing Strategy sets out Gedling Borough Council's vision and priorities for housing in the Borough for the next five-year period until 2030 and the actions that will be taken to meet local need. The Housing Strategy aims to improve housing stock and housing options for all to ensure it meets the needs of the local population, providing a mix of housing to meet local peoples housing needs and address shortfalls in the existing housing stock. It sets out ambitions to better understand housing needs for all types of housing, across all tenures. The Housing Strategy is an overarching document that aims to encompass all the aspects of the Council's housing policy and housing related services provided directly or indirectly within the Borough.

What impact will this Housing Strategy 2026-2030 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		X		The Housing Strategy aims to focus on housing needs of all the residents within Gedling Borough irrespective of their gender.

					The Sanctury Scheme supports all survivors of domestic abuse irrespective of their gender. Low income and single income family households with children are identified as potentially struggling to secure rented accommodation without assistance. Single parent families may be affected in particular and as they are predominately female led, meaning there may be indirect gender impacts. The consultation will be open to all residents and targeted groups to ensure appropriate representation of feedback.
	Internal		X		
Gender Reassignment	External		X		The Housing Strategy commits to ensuring that appropriate & accessible housing is available to all residents of the Borough irrespective of their gender. The consultation will be open to all residents and targeted groups to ensure appropriate representation of feedback.
	Internal		X		
Age	External		X		The Housing Strategy aims to support all age groups, and with particular actions to support both younger and older people who may have particular needs or who may be vulnerable as a result of their age.

					The strategy seeks to improve understanding of local housing needs, including changing needs likely to arise as the local population ages. Th strategy aims to address the increased risks to the physical and mental health of children which arise from poor and overcrowded housing conditions. The focus and commitment on providing safe and secure accommodation in the immediate and long term is likely to have a positive impact across generations including the wellbeing of children and elderly residents within the Borough. The consultation will be open to all residents and targeted groups to ensure appropriate representation of feedback.
	Internal		X		
Marriage and civil partnership	External		X		The Housing Strategy makes no distinction between those who are married and those who are in a civil partnership so there is no likelihood of either married couples or couples in a civil partnership being disproportionately affected The consultation will be open to all residents and targeted groups to ensure appropriate representation of feedback.
	Internal		X		

Disability	External		X		The Housing Strategy will improve the accessibility of the housing stock to be able to meet needs of all, regardless of mobility difficulties or ill health. The Housing Strategy will seek to support people with mobility needs including adaptations to enable them to remain in their homes through Disabled Facilities Grants. The consultation will be open to all residents, targeted groups and “experts/specialist services” to ensure appropriate representation of feedback.
	Internal		X		
Race & Ethnicity	External		X		The Housing Strategy commits to ensuring that appropriate & accessible housing is available to all residents of the Borough irrespective of their race and ethnicity. The consultation will be open to all residents and targeted groups to ensure appropriate representation of feedback.
	Internal		X		
Sexual Orientation	External		X		A person’s sexual orientation can impact their housing experiences; this can include hate crime and harassment in homes and communities. The Housing Strategy commits to ensuring that appropriate & accessible housing is available to all residents of the Borough irrespective of their sexual orientation.

					The consultation will be open to all residents and targeted groups to ensure appropriate representation of feedback.
	Internal		X		
Religion or Belief (or no Belief)	External		X		Religious belief can also impact housing availability and choice. This includes proximity to place of worship, local religious community ties, design of housing (e.g. space for quiet prayer) The Housing Strategy commits to ensuring that appropriate & accessible housing is available to all residents of the Borough irrespective of their religion or belief. The consultation will be open to all residents and targeted groups to ensure appropriate representation of feedback.
	Internal		X		
Pregnancy & Maternity	External		X		The Housing Strategy acknowledges the need for more family-sized housing, and in particular an increased number of affordable units of this type. This would have a largely positive impact on this characteristic group and provide greater options for housing in the future. The consultation will be open to all residents and targeted groups to ensure appropriate representation of feedback.
	Internal		X		

Other Groups (e.g. any other vulnerable groups, rural isolation, deprived areas, low-income staff etc.). Please state the group/s:	External		X		Objectives of this Housing Strategy is to support those who may find it hard to find, secure or maintain accommodation without assistance which is likely to include a variety of socially excluded groups may include offenders, vulnerable drug and alcohol dependent, low literacy, in debt/poor credit rating or bankruptcy, people without life skills to manage housing without support. The strategy will positively impact some groups more than other, particularly people fleeing harassment/violence/abuse and prison, care or other secure accommodation leavers. It will assist people who may be affected by a breakdown in their relationship with their partner, family or friends, and including support for couples to secure homes. The consultation will be open to all residents and targeted groups to ensure appropriate representation of feedback.
	Internal		X		

Is there any evidence of a high	Yes		The Housing strategy will have a positive impact on all groups. It helps to identify local housing issues and ensures that they

disproportionate adverse or positive impact on any groups?			are considered at a strategic level so housing related services and plans are delivered efficiently and effectively in a joined-up way.
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
The Housing Strategy is a high-level strategic document that requires consultation	The consultation will run for a period of 6 weeks and should include a wide range of groups and stakeholders including those who represent people with protected characteristics	All feedback received will be reviewed and used to finalise the strategy.	Paul Whitworth Assistant Director for Housing & Resettlement

Authorisation and Review

Completing Officer	Paul Whitworth
Authorising Service Manager	Mike Avery
Date	30/06/2026
Review date (if applicable)	No review required

Gedling Borough Council

Appendix 5: Housing Strategy 2026-2030
Carbon Impact Assessment

Name of project, policy, function, service, or proposal being assessed:	Gedling Borough Council Housing Strategy 2026-2030
The main objective of Gedling Borough Councils Housing Strategy 2026-2030	This Housing Strategy sets out Gedling Borough Council's vision and priorities for housing in the Borough for the next five-year period until 2030 and the actions that will be taken to meet local need. Housing Strategy aims to improve housing stock and housing options for all. It sets out ambitions to better understand housing needs for all types of housing, across all tenures. The Housing Strategy is an overarching document that aims to encompass all the aspects of the Council's housing policy and housing related services provided directly or indirectly within the Borough.

What impact will this Housing Strategy 2026-2030 have on the following Please read guidance before completing.

Category	Negative	Positive	No impact/ Negligible change	Mitigation/ Comments
Behaviour & Culture Change		The Housing Strategy references the Council's commitment to ensure that		The Housing Strategy references the elective licensing scheme that is

		private sector homes meet the same standards across the Borough through selective licensing in parts of the Borough		intended to ensure the private rented sector is regulated and improve the standards of accommodation ensuring it they are energy efficient and safe.
Built Environment		The Gedling Local Development Plan (currently at Issues and Options Stage) will include policies that make a step change towards achieving carbon neutrality over the Plan period. The Publication Draft Greater Nottingham Strategic Plan 2024 policies are supportive of this ambition and therefore will be carried forward into the Gedling Local Development Plan, where applicable.		The introduction of a such a policy would require developers to demonstrate they are able to and will construct their homes to the specified standard. This would have the potential to deliver significant CO2 emissions savings the 15-year Plan period.
Transport			No impact	

Energy, Natural Resources & Climate Change		The Housing Strategy references measures to enable owner occupiers, tenants in rented accommodation and low-income households to access energy efficiency measures with the aim of achieving a minimum Band C energy performance certificate. Linked to fuel poverty and climate change, the Council aims to improve the lives and health of its residents through improving energy efficiency in homes in the Borough, both new builds and existing homes.		The Housing Strategy includes reference to the Housing Energy Efficiency Retrofit and Combined Authority Domestic Retrofit Projects The Housing Strategy references the Council's Homelessness responsibilities and its temporary accommodation initiatives. The Council in providing temporary accommodation will ensure it provides safe and energy efficient interim homes.
Waste Reduction & Recycling			The Housing Strategy consultation will not include specific references to waste reduction and recycling.	

Blue-Green Infrastructure/Biodiversity		The Housing Strategy references the requirement that new housing developments will need to achieve a minimum of 10% Biodiversity net gain		
Procurement & Purchasing		The Housing Strategy refers to initiative that include purchasing services or assets. Where the Council purchases or leases additional properties it will ensure compliance Decent Homes Standard, Housing Health & Safety Rating System (HHSRS) and be complaint with regulatory requirements. The Council will consider energy efficiency and carbon emissions.		The Council is exploring a range of different temporary accommodation options to ensure it provides safe and energy efficient interim homes.

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 Housing Strategy consultation will run for a 6-week period.	The consultation will run for a 6-week period.	The consultation findings will be reviewed and incorporated in the final Housing Strategy 2026-2030	Assistant Director – Housing & Resettlement

Authorisation and Review

Completing Officer	**Paul Whitworth**
Authorising Assistant Director/Director	**Mike Avery**
Date	**30th June 2026**
Review date (if applicable)	**No review date needed**

Gedling Borough Council

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Report to Cabinet/ Portfolio Holder for

Subject: Asset Management Strategy 2026-2028

Date: 16th July 2026

Author: Property Services Manager

Wards Affected All

Purpose

To seek approval to adopt the Councils Asset Management Strategy 2026-2028 as attached at Appendix 1 and note the Asset Management Action Plan (AMAP) at (exempt) appendix 2.

This report also seeks to delegate authority to the Chief Executive in consultation with the leader of the Council the final list of properties that may be surplus to the Councils requirements for sale identified in the AMAP.

Key Decision

This is a key decision.

THAT Cabinet:

1) **Agrees to adopt the Asset Management Strategy 2026-2028 at appendix 1.**

2) **Approves the proposals for the Council's assets identified in the Asset Management Action Plan (as shown on the attached plans outlined in red on Appendix 2) for further development.**

3) **Declares surplus to the Councils requirements the land and property identified for disposal in the AMAP at appendix 2.**

4) **Delegates authority to the Chief Executive in consultation with the Leader of the Council and Portfolio Holder responsible for Assets to approve any disposal or demolition of assets within the Asset Management and Action Plan and the method of disposal including the publication of any statutory notices if required.**

5) **Delegates Authority to the Chief Executive in Consultation with the Leader of the Council and Portfolio Holder for Assets to accept the best offer for the Land and property in due course.**

6) **Delegates authority to the Chief Executive in consultation with Legal Services to agree Heads of Terms and Conditions of Sale for the disposals and to secure any necessary consents for demolition.**

Background

1.1 The Asset Management Strategy sets out the Council's approach to managing its property asset resources effectively and responsibly. It provides a framework for decision-making that ensures assets are aligned with service needs, maintained to appropriate standards, and used to generate value for the community and the Council.

1.2 The strategy is informed by the Gedling Legacy Plan, the Capital Investment Strategy, and national guidance including the MHCLG Framework for Local Authority Asset Management and the RICS Public Sector Asset Management Guidelines. It also reflects the governance principles outlined in the Council's Constitution and Standing Orders for Dealing with Land and Property.

1.3 Through the Asset Management Strategy, the Council aims to optimise the use of its assets, support regeneration and economic development, and ensure that property decisions contribute to the Council's vision of 'Serving people, Improving lives'.

1.4 The Strategy provides a framework in relation to how the Council's assets will be managed over the next two years; it provides clear Strategic Objectives in respect of the council's assets.

1.5 Gedling Borough Council's asset management objectives ensure that land and property assets support effective service delivery, financial sustainability, and preparation for Local Government Reorganisation (LGR).

1.6 The key strategic objectives are:

Align with Council Priorities: Asset decisions must support the Corporate Plan and the Council's priorities for the next two years.

Delivering an efficient and fit for purpose estate: Use assets innovatively whilst supporting service delivery.

Prepare for Local Government Reorganisation: The Council will not acquire new assets unless these are already part of an approved plan. Assets with high maintenance liabilities will be prioritised for disposal, and buildings that are unsafe or uneconomical to repair will be prioritised for demolition.

Maximise Value: Ensure efficient use of assets, optimise income generation (including rent reviews and lease management), and manage costs effectively.

Compliance and Safety: Maintain full compliance with statutory obligations, including health and safety legislation, fire safety, asbestos regulations and landlord responsibilities

Support Service Delivery: Provide safe, fit for purpose facilities that enable the Council to deliver high quality services.

Key Stakeholders: maximise opportunities available with key stakeholders and partners.

Sustainability: Integrate carbon reduction, energy efficiency, and environmental enhancements into asset decisions.

1.7 In support of delivery of these objectives an operational AMAP has been developed which sets out recommendations in relation to each of the Council's assets based on the above objectives and based on priority.

1.8 The Asset Management Strategy is detailed in appendix 1 and the (exempt) AMAP in appendix 2.

1.9 Currently, the Executive is responsible for making decisions in respect of the acquisition and disposal of assets in line with the Councils Rules for Dealing with Land and Buildings. The Executive includes Cabinet, Portfolio Holders and Directors and Officers exercising Executive decisions under the scheme of delegation. Currently only the disposal of assets valued less than £20,000 is delegated to Director level.

2 Proposal

2.1 To adopt the Asset Management Strategy 2026-2028, which sets out the Council's strategic objectives for the management of its assets.

2.2 It is proposed that Cabinet approves, the proposals set out in the Asset Management Action Plan for further development and declares surplus

to the Councils requirements the land and property identified in the AMAP at appendix 2.

2.3 It is proposed that Cabinet delegates authority to the Chief Executive in consultation with the Leader of the Council and Portfolio Holder responsible for assets to agree disposals and demolitions proposed in the Asset Management Action Plan, agree the method of disposal, accept an offer where best value is demonstrated and publish any statutory notices of disposal if required.

2.4 Where there are any objections to the proposed disposal or demolition of an asset, the matter may be referred to the Leader or Cabinet for determination. No disposals more than £500,000 can be determined by the Chief Executive as these will be key decisions.

2.5 It is proposed that the Chief Executive, in consultation with Legal Services be given authority to agree Heads of Terms and seek any necessary consents for demolition if required. Where any demolition requires planning permission, and is not part of a prior notification process, the matter would be determined by Planning Committee.

3 Alternative Options

3.1 Cabinet could reject the Asset Management Strategy and Action Plan or propose alternative actions; however, these proposals have been developed following internal audit review, conditions surveys and thorough consideration of the cost and usefulness of the asset.

3.2 Cabinet could determine not to delegate authority to the Chief Executive to action the plan and agree appropriate disposals and demolition. To not overburden the Cabinet, it has been determined that a delegation to the Chief Executive in consultation with Cabinet Members will ensure appropriate Member engagement whilst enabling an efficient process. It should also be noted that any Key decision would remain with Cabinet, any planning permission would be for Planning Committee to consider and where there are any objections to disposal or demolition the matter could be referred to the Portfolio Holder or Cabinet for determination.

4 Financial Implications

4.1 A budget will need to be established to support costs associated with the potential disposals including marketing and any pre-sale surveys and statutory testing.

4.2 The Council will receive a capital receipt for the sale of the surplus assets listed in the exempt appendix 2. The statutory arrangements for

capital receipts in England & Wales permit the costs of disposal to be financed from the capital receipt generated from sale proceeds.

4.3 Capital receipts are subject to statutory provision and accounting regulations these receipts may be applied to future finance capital expenditure, support the repayment of borrowing, or fund qualifying transformation expenditure under specific government directions.

5 Legal Implications

5.1 Any disposal of Council land must be undertaken in accordance with the correct legislative disposal power and in accordance with the Council's Rules for dealing with Land and Buildings. The Rules for Dealing with Land and Buildings set out specific requirements for relevant disposals and acquisitions. They require that disposals are generally made for the best consideration reasonably obtainable, supported by appropriate valuations, and undertaken in accordance with approved decision-making processes and delegated powers. The proposed disposal methods will be via either auction, private treaty on the open market or informal tender subject to consultation with the Chief Executive, Head of Legal and the Leader of the Council which is an accepted form under the rules. The appropriate method will be determined when the level of interest in the assets is better known.

5.2 If approved, the assets will be disposed of under s.123 of the Local Government Act 1972 (unless any restrictions require otherwise) and as such must be disposed of for the best consideration available following a valuation of the assets by a qualified valuer, to ensure that the Council is achieving best value in the sale price. An indicative valuation for assets has been undertaken, and an estimate of the overall value for assets that may be sold before 31st March 2027 is provided in exempt Appendix 2.

5.3 In the event any of the assets have been used informally as recreation land, the disposal of the asset must be advertised in accordance with s.123 (2A) of the Local Government Act 1972 prior to any decision to dispose. The requirements for disposal under the Local Government Act 1972 will be followed. In addition, certain Council assets may be held on trust or subject to other legal restrictions affecting their use or disposal. Any such assets must be managed and dealt with in accordance with the relevant trust provisions and applicable legal requirements and may require specific approvals in addition to the Council's normal decision-making processes. Any external advice including a marketing agent, or surveys will need to be procured in accordance with the Councils Contract and Procurement Rules.

5.4 As set out at 1.9 above, under delegation RR18 of the Councils constitution the Director in consultation with the Portfolio Holder is delegated ‘to approve the sale and sale price of land up to an estimated value of £20,000. Any sale of land exceeding £20,000 will continue to be presented to the Executive through the Portfolio Holder for the relevant approval in accordance with the Rules for Dealing with Land and Buildings.

5.5 Where assets are identified for demolition, any proposals will be subject to the appropriate statutory and regulatory requirements, including obtaining any necessary planning permissions, consents and approvals. Demolition projects will also be required to comply with all relevant health and safety, environmental and construction legislation, with legal advice being sought where appropriate.

6 Local Government Re-organisation (LGR) Implications

As set out within the appendices, the documents have been prepared having regard to Local Government Re-organisation and supports the implementation work being undertaken to ensure clear lists of assets and appropriate management of those assets.

6.1 Preparations for LGR includes a collaborative working group comprising of representatives from each of the nine councils. One of their tasks is to align asset management strategies, hence the importance that the Asset Management Strategy 2026-2028 taking the Council up to 2028 is adopted to feed into that work.

7 Equalities Implications

7.1 At this stage the Strategy and Action Plan approval provides a high-level approach to managing the Council’s Assets. An Equality Impact Assessment will be required to assess impact on any final agreed disposals and demolitions on a case-by-case basis depending on the use of any such premises.

8 Carbon Reduction/Sustainability Implications

8.1 The sale of surplus assets would help reduce the Councils carbon footprint. Implications have been considered but given the day-to-day operation of the land and property will not change substantially, no adverse sustainability implications have been identified.

9 Appendices

9.1 Asset Management Strategy 2026-2028

9.2 Asset Management Action Plan (AMAP)

10 Background Papers

None

11 Reasons for Recommendations

11.1 To allow the Asset Management Strategy 2026 – 2028 to be adopted.

11.2 To allow land and property that is surplus to the Councils requirements to be brought forward for sale as per the Asset Management Action Plan at appendix 2.

11.3 To ensure the appropriate delegations are in place to progress the disposals with appropriate agreements and legal advice.

Statutory Officer approval

Approved by:
Date:

On behalf of the Chief Financial Officer

Approved by:
Date:

On behalf of the Monitoring Officer

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Report to Cabinet

Subject: **Gedling Economic Growth Framework 2026-2030**

Date: **Thursday 16 July 2026**

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

Wards Affected
All Wards

Purpose
To seek approval of the Economic Growth Framework and Plan for Gedling, which sets out an ambitious strategy to accelerate Gedling's local economy, through collaboration with private, public and third sector partners. It outlines a shared vision for economic growth, informed through extensive consultation, analysis of the local economy and strategic goals of Gedling Borough Council and stakeholders and identifies actions required to achieve it.

Key Decision
This is a Key Decision as it is likely to have an impact on residents and communities working in more than two wards.

Recommendation(s)

THAT CABINET:

1. **Approves the Gedling Economic Growth Framework (2026–2030).**
2. **Notes the findings within the appendices which have been considered as part of the Gedling Economic Growth Framework (2026–2030).**
3. **Endorses the delivery of the Framework through continued partnership working with local, regional and national stakeholders.**
4. **Delegates authority to the Director of Place in consultation with the Deputy Leader and Portfolio Holder for Sustainable Growth and Economy to make minor future amendments to the Economic Growth Framework 2026-2030, including typographical, formatting, imagery and non-material changes required to keep the document accurate and up to date.**

1. Background

1.1 In November 2024, Gedling Borough Council appointed Focus Consultants to support the development of a refreshed Economic Growth Framework (‘’the Framework’’) for the period 2026–2030.

1.2 The strategy establishes a collaborative approach with partners and stakeholders to deliver targeted business support, strengthen the visitor economy, and create employment and skills opportunities for local residents.

1.3 The development of the Gedling Economic Growth Framework (2026–2030) formed part of a wider programme of work, including the preparation of a Visitor Economy Destination Management Plan. Together, these strategies are intended to strengthen Gedling’s position within the East Midlands Combined County Authority (EMCCA) area and maximise opportunities for economic growth, investment, and regional collaboration.

1.4 The Framework provides a strategic response to the Borough’s economic context, including population growth, shifts in employment patterns, and the need to improve productivity, connectivity and access to opportunities.

1.5 A comprehensive range of activities have informed the development of the Economic Growth Framework, including:

- Analysis of the strategic priorities of Gedling Borough Council and key stakeholders at local, regional and national levels.
- Detailed economic data analysis.
- One-to-one consultation with over 50 Council officers and external stakeholders.
- Engagement sessions with more than 10 stakeholder organisations.
- An online public consultation, completed by 71 respondents.
- A prioritisation workshop with representatives of the Council.

1.5 The evidence-led approach has ensured that the Framework reflects local needs, stakeholder priorities, and wider strategic objectives.

1.7 The Framework has also been developed through a structured process that included:

- Understanding the Borough’s economic context.
- Undertaking a gap analysis of existing strategies and projects.
- Identifying key themes and opportunities for growth.
- Prioritising projects based on impact and deliverability.
- Developing an implementation plan with clear actions and outcomes.

1.9 The Strategy is supported by a clear and shared vision to deliver sustainable and inclusive economic growth that enhances prosperity, supports thriving communities, and reinforces Gedling as a desirable place to live, work and visit.

1.10 Three core themes underpin the Framework, which together provide a comprehensive approach to delivering sustainable economic growth across the Borough.

Place

Focusing on creating a high-quality environment for residents, businesses and visitors through the development of the visitor economy, investment in heritage, culture and leisure assets, and the regeneration of town and local centres.

Investment and Growth

Focusing on enabling economic growth through the delivery of housing and supporting infrastructure, improving connectivity and transport links, and attracting inward investment to the Borough.

Business and Skills

Focusing on strengthening the local economy by supporting start-ups and SMEs, enhancing workforce development and skills provision, and improving access to employment opportunities for residents.

1.11 The development of the Framework has identified eight key objectives which directly reflect the opportunities and challenges highlighted through the evidence base and stakeholder engagement activity.

These objectives are to:

- Develop a sustainable visitor economy
- Enhance Gedling as a place to live, work and visit
- Support town and local centres to thrive
- Facilitate housing and infrastructure growth
- Attract new investment and businesses
- Deliver the Council's net zero ambitions
- Support business growth and enterprise
- Improve skills provision and employment outcomes for residents

1.12 As a result of the findings set out within the Framework, a number of priority interventions have been identified in the action plan to support the Council in delivering its economic growth objectives and achieving sustainable outcomes for residents and businesses. These include:

- The delivery of regeneration programmes, including Ambition Arnold, Carlton Active and the proposals within the Greater Carlton Pride in Place Neighbourhood Board's Regeneration Plan.
- The expansion of business support provision, including SME and start-up support.
- Investment in tourism, visitor economy and green infrastructure

- The strengthening of skills provision and employer engagement.
- Improvements to transport connectivity and active travel networks.

1.13 The Framework does not set out an exhaustive list of projects; instead, it establishes a flexible structure through which a range of activities and initiatives can be developed and delivered over time. This approach ensures the Framework remains adaptable to changing priorities, funding opportunities and external conditions. Whilst a number of projects identified are longer-term in nature and may extend beyond 2030, their inclusion ensures continued progression as opportunities arise, including alignment with wider programmes and access to external funding.

1.14 **Local Government Reorganisation (LGR) Implications**
The Economic Growth Framework has been developed within the context of the Government's Local Government Reorganisation agenda, which is expected to result in significant changes to the structure of local government across Nottinghamshire during the lifetime of the Framework. The Framework has therefore been designed to provide both a clear delivery programme for the remaining period of Gedling Borough Council and a strategic foundation that can inform the economic priorities of any future unitary authority. The themes, objectives and actions within the Framework align with regional priorities, EMCCA's Inclusive Growth Framework and wider economic ambitions for Nottinghamshire, ensuring that they remain relevant and transferable within a future governance structure. Adoption of the Framework will also help ensure that Gedling's opportunities, challenges and investment priorities are clearly articulated and can continue to influence future economic policy, funding decisions and growth programmes regardless of future local government arrangements

3 Proposals

3.1 It is proposed that Cabinet approves the Gedling Economic Growth Framework (2026–2030).

3.2 Notes the findings within the appendices which have been considered as part of the Gedling Economic Growth Framework (2026–2030).

3.3 Endorses the delivery of the Framework through continued partnership working with local, regional and national stakeholders.

3.4 Delegates authority to the Director of Place in consultation with the Deputy Leader and Portfolio Holder for Sustainable Growth and Economy to make minor future amendments to the Economic Growth Framework 2026-2030, including typographical, formatting, imagery and non-material changes required to keep the document accurate and up to date.

4 Alternative Options

4.1 Not to approve the Economic Growth Framework.
This option is not recommended, as it would:

- Limit the Council's ability to coordinate economic activity.
- Reduce opportunities to secure external funding.
- Result in fragmented delivery of initiatives.
- Weaken alignment with EMCCA and national priorities.

5 Financial Implications

5.1 The development of the Framework has been undertaken utilising UKSPF funding and officer time.

5.2 Delivery will be supported through a range of funding sources, including:

- Existing Council resources.
- External funding (e.g. UK Shared Prosperity Fund, EMCCA funding).
- Developer contributions (CIL and Section 106).
- Private sector investment.

6 Legal Implications

6.2 There are no direct legal implications arising from approval of the Framework.

6.3 All delivery activity will be undertaken in accordance with the Council's financial regulations and procurement processes.

7 Equalities Implications

7.1 The Framework promotes inclusive growth by:

- Improving access to employment and skills.
- Supporting disadvantaged communities.
- Addressing inequalities across different areas of the Borough.

8 Carbon Reduction/Sustainability Implications

8.1 The Framework contributes to the Council's climate commitments through:

- Supporting low-carbon business growth
- Promoting sustainable development
- Enhancing green and blue infrastructure
- Encouraging active travel

9 Appendices

9.1 Appendix A Gedling EGF Consultation Main Findings

9.2 Appendix B Consultation Survey Analysis

9.3 Appendix C Gedling EGF Strategic Alignment

9.4 Appendix D Travel to Key Employment Sites

9.5 Appendix E Travel times

9.6 Appendix F - Gedling Economic Growth Framework - June 26

9.7 Appendix G - EGF EIA

10 Background Papers

10.1 None identified.

11 Reasons for Recommendations

11.1 Approval of the Economic Growth Framework will provide a clear and coordinated strategy for economic growth across the Borough.

11.2 It will enable the Council to align priorities and investment, strengthen partnership working, maximise opportunities for external funding and deliver sustainable and inclusive economic outcomes for residents.

11.3 Failure to approve the Framework would limit the Council's ability to effectively plan and deliver economic development activity.

Statutory Officer Approval

Approved by:

Date:

Deputy Chief Financial Officer

Approved by:

Date:

Monitoring Officer

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GEDLING ECONOMIC GROWTH FRAMEWORK

June 2026

Gedling Borough Council

Haley Sharpe

Nottingham News Centre
nottinghamnewscentre.com

Focus Consultants 2010 LLP, Focus House, Millennium Way West, Phoenix Business Park, Nottingham NG8 6AS T. 0115 976 5050

Contact Information

Client:	Gedling Borough Council Civic Centre Arnot Hill Park Arnold Nottingham NG5 6LU
Client Lead:	Nathan Wall, Assistant Director for Economic Growth & Regeneration
Tel:	07815675988
Email:	nathan.wall@gedling.gov.uk
Prepared By:	Focus Consultants 2010 LLP Focus House Millennium Way West Phoenix Business Park Nottingham NG8 6AS
Project:	Gedling Economic Growth Framework
Document Title:	Gedling Economic Growth Framework
Date:	June 2026
Focus Contact Details:	Heather Frecklington, Partner Heather.frecklington@focus-consultants.com
Signature:	H. L. Frecklington

Document Control Sheet

Rev	Status	Prepared By	Reviewed By	Issue Date
-	First Issue	HF	HF	21.03.check
-	Second Issue	GJ	HF	22.06.2026

Contents Page

		Page
1.0	Introduction	3
2.0	Gedling Borough	4
3.0	Informing the Framework	6
4.0	Vision and Themes	7
5.0	Purpose of the document – A Golden Thread	8
6.0	The Economic Growth Framework	11
7.0	Working Collaboratively	21

Appendices

Appendix A - Consultation Key Findings
Appendix B - Consultation Survey Analysis
Appendix C - Strategic Context Analysis
Appendix D - Travel Times to Key Employment Sites
Appendix E - Travel Times to Nottingham College and Vision West Notts College

1.0 Introduction

This Economic Growth Framework and Plan for Gedling 2026-2030 sets out an ambitious strategy to accelerate Gedling's local economy, through collaboration with private, public and third sector partners. It outlines a shared vision for economic growth, informed through extensive consultation, analysis of the local economy and strategic goals of Gedling Borough Council and stakeholders, and identifies actions required to achieve it.

The Economic Growth Framework is closely aligned with the inclusive growth objectives of the East Midlands County Combined Authority (EMCCA), recognising the opportunity for greater impact through collaboration.

The Framework will help guide the work of Gedling Borough Council's Economic Growth and Regeneration Team, working in collaboration with colleagues in the Council and other stakeholders.

It is intended to be a working document that demonstrates how interventions fit together and develop the economy of the borough.

The Economic Growth Framework has been developed within the context of Local Government Reorganisation (LGR) which represents the most significant structural change to local government in more than 50 years. Future reorganisation will clearly impact on the delivery of activities set out in this Framework, but it also provides a basis to help inform the strategic economic policy of a new unitary council encompassing the current borough of Gedling.

2.0 Gedling Borough

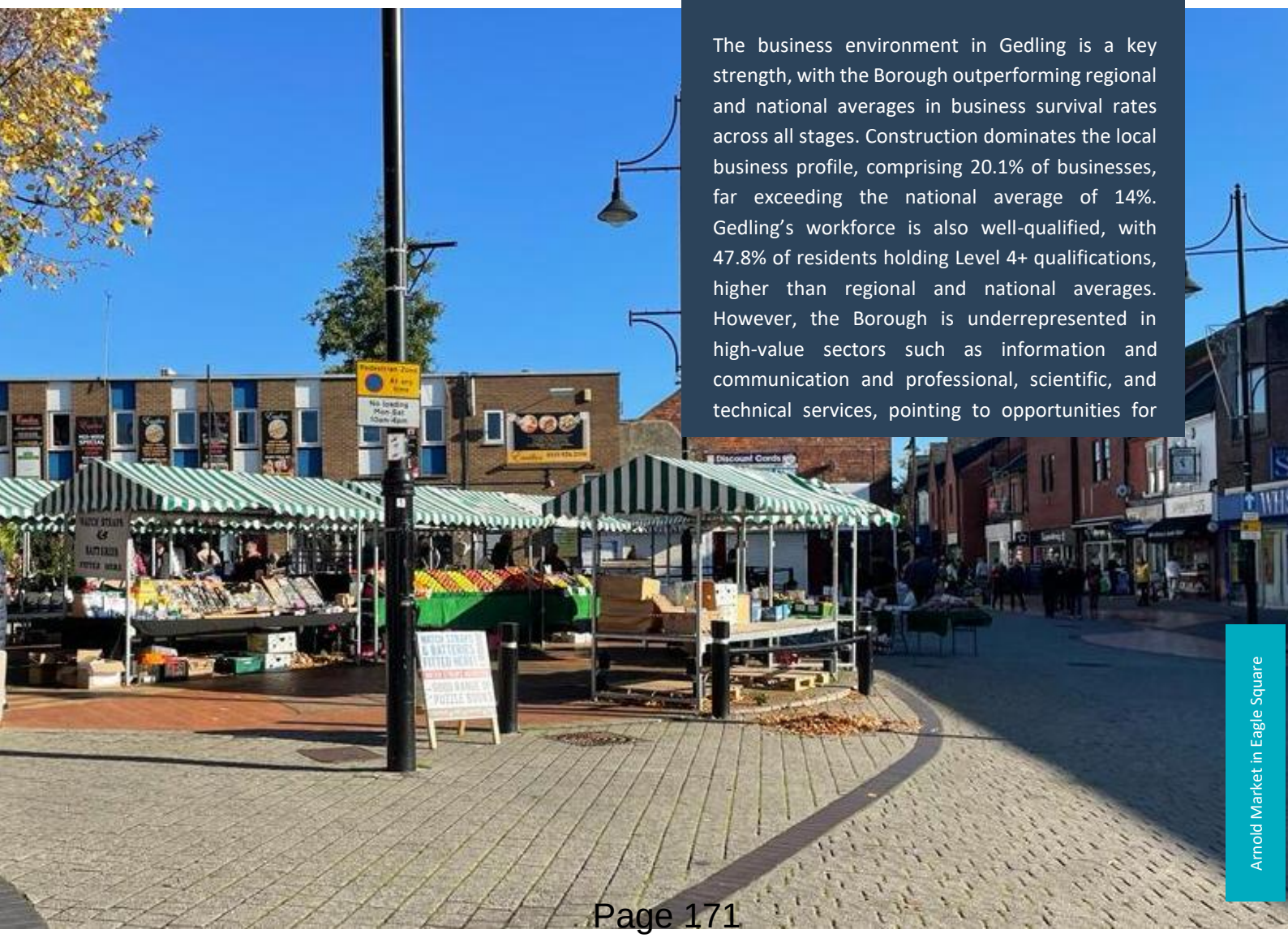
Gedling, located on the north-eastern edge of Nottingham City, is a predominantly rural district and home to approximately 118,000 residents. The population of Gedling is projected to increase to over 130,000 people by 2040 and has a housing target of 639 new homes per year. The borough currently has a slightly higher than average older population and lower than average working age population.

Much of Gedling's population is split across the urban areas of Arnold, Carlton, Netherfield and Gedling, all in close proximity to Nottingham City and therefore much of the population look towards Nottingham for their services. Gedling also has significant rural populations in villages including Burton Joyce, Calverton, Lambley, Ravenshead and Woodborough.

The area does not sit on major transport routes although the Colwick Loop Road and the A60 are major routes into Nottingham. In 2022, Colliery Way (formerly known as Gedling Access Route) was completed. Linking the A612 with Mapperley Plains, the route has helped to improve journey times into and out of the city, reduce congestion through Gedling village and opened up land for new homes and businesses.

Colwick Industrial Estate is Gedling's largest employment area. Some of the outlying villages also have significant areas of employment, such as at Calverton and Newstead. The Top Wighay Farm site in the north-east of the borough, close to the border with Ashfield District is a key development site in meeting the Borough's housing and employment requirement. Retail vacancy rates in Gedling, averaging 9.6%, are below regional and national figures, though some areas, such as Arnold (14%) and Calverton (11%), show rising trends.

The business environment in Gedling is a key strength, with the Borough outperforming regional and national averages in business survival rates across all stages. Construction dominates the local business profile, comprising 20.1% of businesses, far exceeding the national average of 14%. Gedling's workforce is also well-qualified, with 47.8% of residents holding Level 4+ qualifications, higher than regional and national averages. However, the Borough is underrepresented in high-value sectors such as information and communication and professional, scientific, and technical services, pointing to opportunities for



Arnold Market in Eagle Square

Gedling's job density (defined as the number of jobs in an area divided by the resident population aged 16-64) of 0.54 is significantly lower than the regional (0.80) and national (0.88) figures, indicating a gap in available jobs relative to the working-age population. The borough experiences higher than average economic activity rates and lower than average unemployment. Unemployment from July 2023 – June 2024 in Gedling was 4.0%, slightly below the East Midlands at 4.3% and the national average of 4.4% for the same period.

However, unemployment appears to be increasing. In November 2024, the number of people in Gedling claiming Job Seekers Allowance (JSA) was 2,295. This is an increase from 2,015 in November 2022, and 2,045 from November 2023 (13.9% increase). There are also areas within the borough where unemployment levels are significantly above the national average - wards with the highest levels of unemployment are Netherfield, Daybrook, Bestwood St Albans and Cavendish.

Gedling generally has good skills levels with a lower than average number of people with no qualifications and higher than average number with Level 4+ qualifications. However, there are areas within the borough, Netherfield and Daybrook for example, where the percentage of residents with no qualifications is higher than average. In some wards including Cavendish, Netherfield and Calverton, there is a significantly lower than average percentage of the population with higher level (Level 4+) qualifications.

3.0 Informing the Framework

A range of activity has informed the development of the Economic Growth Framework including:

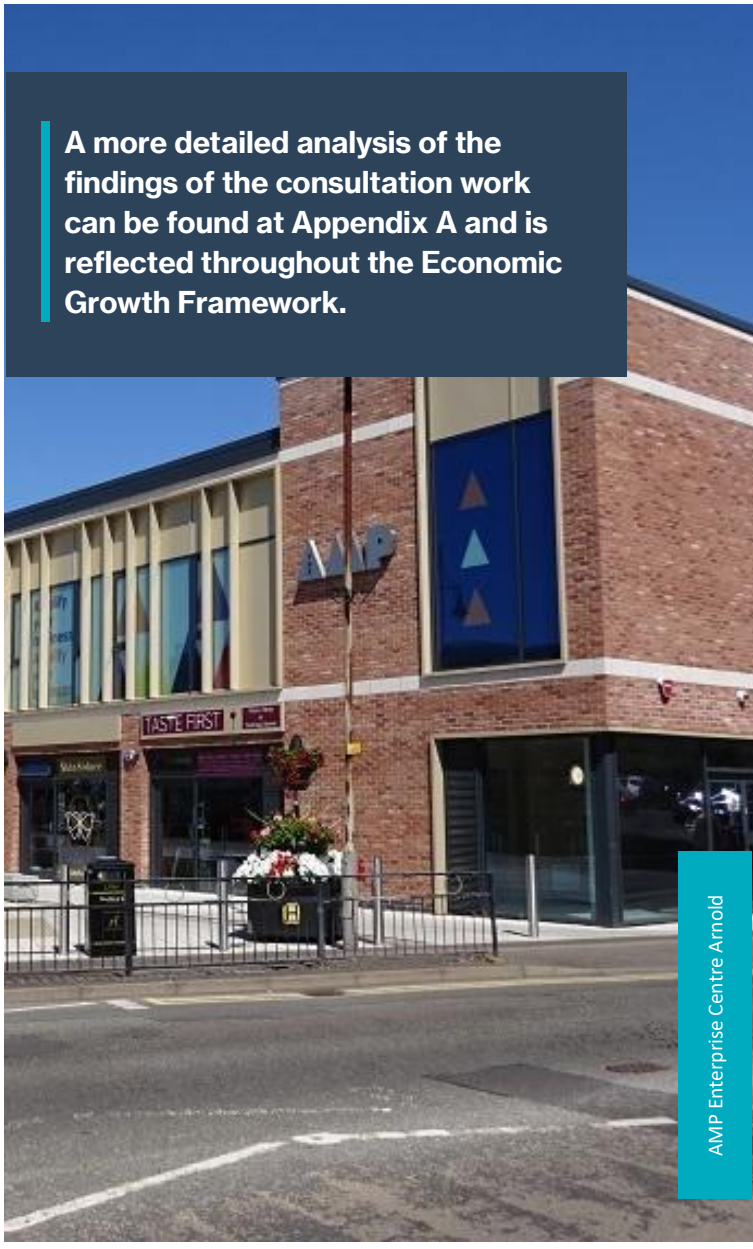
- Analysis of the strategic goals of Gedling Borough Council and stakeholders at a local, regional and national level.
- Economic data analysis.
- One to one consultation sessions with over 50 individual Council or stakeholder representatives.
- Group consultation sessions with over 10 different stakeholder groups.
- Online public consultation, completed by 71 people.
- Prioritisation workshop with representatives of Gedling Borough Council.

This activity has informed the establishment of the themes and objectives of this strategy.

Some of the key points arising from this activity include:

- There is a need to reskill and upskill residents to meet the current and future needs of Gedling businesses.
- Good transport links into Nottingham are seen as a strength but public transport limitations restrict access to learning and employment opportunities, particularly in rural areas.
- Small and medium-sized enterprises (SMEs) including community and social enterprises form the backbone of the local economy but face barriers to growth.
- There is a need for an increase in active travel links.
- A co-ordinated approach to infrastructure investment is needed to support housing growth.
- Priority infrastructure improvements include transport and community and leisure facilities to provide sustainable communities.
- Gedling's parks, nature reserves, and country parks are significant assets that should be leveraged for eco-tourism and community well-being.
- Gedling lacks a strong standalone identity as a visitor destination but has potential due to its rich heritage, green spaces, and proximity to Nottingham.
- There is a lot of heritage related activity taking place but there are opportunities for better awareness through promotion.
- Heritage assets are underutilised and lack investment compared to other areas, limiting their impact on tourism and community identity.
- The quality of local small businesses and independent retailers is seen as a strength.
- Town centre decline is a concern. High streets must transition from traditional retail hubs to experience and service-oriented spaces and increased residential uses.
- Ensuring the survival of local high street businesses and creating vibrant town and local centres is a priority.

A more detailed analysis of the findings of the consultation work can be found at Appendix A and is reflected throughout the Economic Growth Framework.



AMP Enterprise Centre Arnold

4.0 Vision and Themes

The Economic Growth Framework centres around an overarching vision ***to drive prosperity, inclusive and sustainable growth underpinned by a diverse, thriving and celebrated sense of place and heritage with well-connected communities – a place where people want to live, work and visit.***

Underpinning the vision is the recognition that coordination with neighbouring areas and participation in regional initiatives will be critical to achieving this.

Collaboration on cross-border initiatives will strengthen the region as a whole and in turn the borough of Gedling.

To deliver this vision, three priority themes for the Economic Growth Framework have been identified:

- Place
- Investment and Growth
- Business and Skills.

Underpinning these themes are eight objectives:

Theme	Place	Investment and Growth	Business and Skills
Objectives	Sensitively and sustainably develop Gedling's Visitor Economy.	Facilitate sustainable housing and infrastructure including community infrastructure as a key driver of growth in the borough	Support local start-ups and SMEs including social and community businesses and ensure they have the opportunity to grow in Gedling.
	Ensure Gedling is a great place to live, work and visit.	Attract new investment and business to the borough.	Ensure residents have the skills needed by local businesses and develop collaborations with local training providers to improve access for Gedling residents.
	Support town, village and local centres to thrive with inclusive, sustainable uses.	Deliver net zero ambitions.	

5.0 Purpose of the Document - A Golden Thread

Across the work of Government there are a number of key principles that have been adopted to ensure that activities meet national and regional outcomes. Meeting these outcomes will assist in securing external funding to deliver elements of this Framework. However, there are also a range of activities that have a more local impact and should also be delivered. This Framework seeks to do both – be informed by and aligned with national and regional objectives whilst also responding to local issues. The analysis below shows how the EGF aligns with:

- The Gedling Legacy Plan
- The East Midlands County Combined Authority Inclusive Growth Objectives
- The UK Government's Growth Mission

However, there are many other local and regional strategies and policies which have informed this Framework. This analysis can be found in Appendix B.

5.1 The Gedling Legacy Plan

The themes and objectives of the Economic Growth Framework align with The Gedling's Legacy Gedling Plan for 2026-2028. The Plan sets out the Council's vision and intent at a time of opportunity and transition for local government. Our mission to serve people and improve lives remains at the heart of everything we do.

We are committed to leaving a positive legacy of stable public services and improved infrastructure and we will do this under four key priority themes:

- Ensuring healthier, safer, connected communities
- Shaping places to be proud of
- Providing responsive, reliable and value for money services

Ensuring a safe transition to a new authority
This Economic Growth Framework sits below this. It is particularly aligned with the Shaping places to be proud of priority

5.2 The East Midlands County Combined Authority Inclusive Growth Objectives

The themes and objectives of the Economic Growth Framework align with The Strategic Framework of the East Midlands Combined County Authority.

The Framework identified ten inclusive growth priorities for the Combined Authority, of which the Gedling Economic Growth Framework is closely aligned to seven as shown below.

GEDLING EGF PRIORITIES

EMCCA INCLUSIVE GROWTH OBJECTIVES

Grow our economy faster, through targeted long-term investment, so that it is resilient enough to withstand future challenges

- Sensitively and sustainably develop Gedling's Visitor Economy.
- Ensure Gedling is a great place to live, work and visit.
- Support town, village, and local centres to thrive with inclusive, sustainable uses.
- Attract new investment and business to the borough.
- Showcasing the heritage and the diversity the borough has to offer as a place to live and visit.
- Sensitively and sustainably develop Gedling's visitor economy.

Match skills to economic need to increase productivity and wellbeing

- Ensure residents have the skills needed by local businesses and develop collaborations with local training providers to improve access for Gedling residents.

Support businesses to create more and higher paid sustainable jobs so that our citizens are able to access the jobs they want within the area

- Support local start-ups and SMEs including social and community businesses and ensure they have the opportunity to grow in Gedling.

Reduce inequality and promote social mobility to allow people to achieve their potential

- Ensure residents have the skills needed by local businesses and develop collaborations with local training providers to improve access for Gedling residents.

Support enhanced green spaces to welcome nature back into our communities

- Ensure Gedling is a great place to live, work and visit.

Create a net-zero economy with a resilient energy supply

- Deliver net zero ambitions.

Create modern and robust infrastructure that releases the private sector to deliver new homes and businesses

- Facilitate sustainable housing and infrastructure including community infrastructure as a key driver of growth in the borough.

5.3 The UK Government Growth Mission

At a national level, the EGF has been informed by and is aligned with the Policy Priorities of the UK Government's Growth Mission as published in the Autumn Budget 2024.

ECONOMIC GROWTH FRAMEWORK OBJECTIVES

GROWTH MISSION POLICY PRIORITIES

Higher public and private investment, improved infrastructure like transport, and planning reform.

Investment, Infrastructure and Planning

- Attracting new investment and business to the borough.
- Facilitating sustainable housing and infrastructure including community infrastructure as a key driver of growth in the borough.

Regional growth through investment, devolution and reform, and support for house building

Place

- Sensitively and sustainably develop Gedling's Visitor Economy.
- Gedling is a great place to live, work and visit.
- Supporting town, villages, parishes and local centres to thrive with inclusive, sustainable uses.

More people in good jobs, improved employment prospects, skills, and productivity

People

- Ensuring residents have the skills needed by local businesses and develop collaborations with local training providers to improve access for Gedling residents.

An Industrial Strategy and a Trade Strategy to bolster growth-driving sectors and free, open trade

Industrial Strategy and Trade

- Supporting local start-ups and SMEs including social and community businesses and ensure they have the opportunity to grow in Gedling.

Support for scientific breakthroughs, R&D, and the diffusion of technologies, including AI.

Innovation

- Supporting local start-ups and SMEs including social and community businesses and ensure they have the opportunity to grow in Gedling.

Net Zero delivered in a way that supports growth and captures economic opportunities

Net Zero

- Deliver net zero ambitions.

6.0 The Economic Growth Framework

6.1 Theme: Place

This theme focuses on the experience of living in, working in and visiting Gedling.

Objective 1: Sensitively and sustainably develop Gedling's Visitor Economy

Stakeholder consultation identified that there is a strong ambition and opportunity to grow Gedling's visitor economy to support growth across the Borough. This ambition is driven by key areas of potential including the borough's rich heritage, green spaces, independent retail, town and village centres and proximity to Nottingham.

It is recognised that more can be done to promote Gedling as a visitor destination, celebrating and showcasing the borough's assets to support economic growth. In 2023, Gedling attracted 3 million visitors of which 92% were day visitors. This was less than 8% of the total visitors to Nottinghamshire in 2023. The economic value of tourism to Gedling in 2023 was £186m, again less than 8% of the total economic value of tourism in the county.

Gedling lacks a strong standalone identity as a visitor destination but there is an opportunity to develop identities around different themes that will draw people to the borough, capitalising on assets, such as Gedling Country Park, Bestwood Country Park, Papplewick Pumping Station and Newstead Abbey to name a few.

There has been little coordinated promotion or development of the visitor economy in Gedling previously and the first step has been the development of a Visitor Economy Destination Management Plan for Gedling which provides a shared statement of intent to manage Gedling as a visitor destination, as part of a broader Nottinghamshire visitor offer.

In recognising the early stage of development of the visitor economy, a long-term view is necessary that manages growth in a sustainable way and that is considerate to local communities in locations that have not necessarily been promoted as visitor destinations previously.

Opportunities for developing the visitor economy are set out in detail in the Visitor Destination Plan but include:

- Marketing the borough as an eco-tourism destination by investing in trails, country parks and environmentally friendly visitor facilities.
- Developing attractions such as a heritage centre at Gedling Country Park, immersive experiences around industrial heritage, cultural facilities and eco-tourism initiatives.
- Utilising leisure investments such as the proposed Carlton Leisure and Community Wellbeing Centre to attract visitors and signpost users to other local amenities, encouraging additional spend in the borough.
- Helping to address the lack of visitor amenities such as accommodation, dining, and entertainment options through promoting the area for investment in these areas.
- Development of full day or half day visitor itineraries around key attractions which encourage longer dwell times for visitors and encourage spend in local hospitality businesses.
- Strengthen partnerships with regional tourism bodies and attractions to integrate Gedling into wider visitor campaigns.
- Support the diversification of town centres as vibrant, mixed-use destinations attractive to residents and visitors along with a strong day to evening economy.
- Recognise, build capacity and support the role of the voluntary and community sector in managing assets and delivering activities that contribute to the visitor economy.

Objective 2: Ensure Gedling is a great place to live, work and visit

The Borough of Gedling is growing rapidly.

In February 2025, Gedling Borough Council announced it had decided to withdraw from the Greater Nottingham Strategic Plan to focus on its own Local Plan that would deliver more homes across the area. The decision follows recent changes to the National Planning Policy Framework (NPPF), which introduced new housing targets. The new Gedling Local Development Plan will address the borough's housing and development needs, meeting the new target of 638 new homes per year which will support economic growth.

Creating conditions in which people want to live in, work in and visit Gedling will stimulate economic growth. This means ensuring Gedling is a safe, clean, attractive, accessible, inclusive place to live visit and work.

Consultation has identified that Gedling is generally considered to offer a good quality of life and a good quality living environment, but with pockets of disadvantage. To maintain and create places where people want to live, work and visit whilst delivering the required housing growth will require investment in community, cultural and leisure infrastructure, green spaces as well as access to local centres and employment opportunities. The role of the community and voluntary sector in creating communities where people feel welcome, safe, respected, and included is recognised and requires continued support as the borough grows.

Gedling's parks, nature reserves, and country parks are significant assets that can be further utilised to enhance the desirability of Gedling as a place to live, work, play and invest. There are opportunities to better promote Gedling's green spaces and natural landscapes, and underutilised assets such as Netherfield Lagoons as well as opportunities for further investment in green infrastructure, including enhanced trails, walking and cycling infrastructure, and visitor facilities. Any proposals to increase the use of green spaces needs to consider community safety and maintenance and management requirements.

From an economic growth perspective, it will be vital to maximise the opportunities for income generation within the spaces owned by Gedling Borough Council, considering opportunities for local businesses to operate from these spaces without impacting on the quality of the open space as well as promoting opportunities for visitors to increase their dwell time in the Borough by visiting local retail and hospitality businesses.

Heritage and culture also have an important role in building social capital and supporting the economic growth of the borough. The consultation identified that the borough is considered to have some good cultural and leisure provision including some of the borough's leisure centres and Bonington Theatre. There is a lot of heritage related activity taking place within Gedling and key heritage assets including Newstead Abbey, Papplewick Pumping Station and Bestwood Winding Engine as well as important industrial heritage stories around mining and textiles. However, heritage assets are underutilised and lack investment compared to other areas, limiting their impact on tourism and community identity.

Proposed actions under this theme include:

- Awareness raising of the borough's heritage assets and activities.
- Investment in heritage assets and opportunities such as testing the feasibility of a new Heritage Centre, potentially at Gedling Country Park.
- Coordinated approach to connect heritage sites through trails, digital storytelling, and interactive visitor experiences.
- Supporting community-led heritage projects with initiatives like heritage volunteering, education, and intergenerational engagement being key areas discussed.
- Investment in the community and voluntary sector as the foundation for much of the heritage and leisure activity delivered in Gedling and its role in supporting community cohesion.
- Investment in leisure facilities, including the proposed Carlton Active Centre, the redevelopment of Arnold Leisure Centre and theatre, subject to funding opportunities.
- Enhancement and development of new cultural spaces.
- Integration of green space planning with sustainable housing developments to enhance quality of life.
- Expanding tree planting and environmental conservation efforts to reinforce Gedling's green credentials.

- Interventions to reduce anti-social behaviour and fear of crime within communities and in parks and open spaces.
- Interventions to maximise the economic impact and value of parks and open spaces.
- Further investment in green infrastructure with associated management and maintenance investment plans.

Objective 3: Support town and local centres to thrive with inclusive, sustainable uses

Gedling's town and local centres are an integral part of local communities - a critical part of the local infrastructure and key to economic growth as locations for businesses and employment as well as attracting visitors. The changing role of town centres is well recognised - needing to find a new purpose away from a traditional retail focus and rebalancing of the functions they serve including employment, commercial, leisure, community, housing, healthcare and educational uses.

Gedling has a number of town and local centres including Arnold, Burton Joyce, Calverton, Carlton Hill, Carlton Square, Gedling Village, Mapperley Plains, Netherfield and Ravenshead. Overall, Gedling's retail vacancy rate (9.6%) is below national (14.4%) and there is generally a good selection of independent retailers. However, over the last five years, within Arnold, Netherfield and Carlton, vacancy rates have climbed and there are notable gaps left by vacant shops.

Arnold Town Centre is the main Local Centre within Gedling, utilised by residents from across the Borough. Despite its function as the main local centre, Arnold Town Centre has seen steady decline. Gedling Borough Council launched a consultation exercise in 2024 to support a strategic vision for Arnold Town Centre "Ambition Arnold" which is intended to provide a framework for the regeneration and long-term viability and sustainability of the Town.

The Ambition Arnold project would seek to improve the leisure and cultural opportunities available within the town centre to draw footfall and add vibrancy to the town.

Public realm improvement works (including soft landscaping) and connectivity between green spaces, as well as improvements to shop frontages would look to increase visitor duration within the town and expand upon the retail provision presently on offer.

In November 2025, Gedling Borough Council and the Greater Carlton Neighbourhood Board unveiled a landmark 10-year, £20 million Regeneration Plan for Greater Carlton - the most ambitious, community-led transformation programme the area has seen in a generation. The plan, developed with residents, local businesses, community groups and strategic organisations across Nottinghamshire, sits within the Government's wider Pride in Place programme. It sets out a clear roadmap to improve opportunity, strengthen community pride, and deliver long-term change for more than 53,000 residents. By 2036, the plan aims to have delivered a measurable shift in the confidence, opportunity and wellbeing of Greater Carlton. Residents can expect improvements in pride in place, youth opportunity, health outcomes, community cohesion, safety, local economic resilience and environmental sustainability.

Gedling Borough Council and partners recognise the need to plan for and actively manage the borough's town centres around the evolving needs of residents, businesses and visitors. This will require investment to help transition Gedling's town centres from traditional retail hubs to experience and service-oriented spaces and increased residential use, maximising the number of events and experiences that attract people to the area and working with partners to promote a clean and safe environment in the borough's town centres.

Proposed actions under this theme include:

- Implementation of the Ambition Arnold Masterplan and the Greater Carlton Pride in Place Regeneration Plan.
- Business support programme for retail and high street businesses.
- Tackling perceptions of crime and anti-social behaviour, by reviewing lighting in town centres, and by tackling 'voids'/dark spaces.
- Hosting pop up shops, regular events and cultural activities to increase footfall and community engagement in town centres.
- Public realm improvements, pedestrianisation, better integration of green spaces and enhanced sense of arrival to enhance town centre appeal and make the area more attractive.
- Effective delivery of the proposals out in the Greater Carlton Pride in Place, Regeneration Plan.

6.2 Theme: Investment and Growth

This theme focuses on growing the economy through housing growth, new business investment and putting in place the infrastructure needed to facilitate this.

Objective 4: Facilitate sustainable housing and infrastructure including community infrastructure as a key driver of growth in the borough

To achieve sustainable economic growth, Gedling must have the necessary infrastructure in place to support business expansion and population growth. As set out under objective 2, there will continue to be significant housing growth in Gedling which will drive economic growth but will require corresponding infrastructure investment including transport infrastructure to make sure that the Borough remains well connected and attractive for residents, businesses and visitors alike.

Gedling has been successful in exceeding its annual housing targets over a number of years and further housing allocations will need to be identified and brought forward as part of the new Gedling Local Development Plan as well as the infrastructure needed to support this including additional employment allocations. This will be challenging as the borough is very constrained due to the green belt and therefore infrastructure investment to support housing and employment growth needs strategic intervention. Where allocated sites have not been brought forward for development, it will be important to understand how Gedling Borough Council can work with partners to address viability and funding issues associated with infrastructure requirements to unlock sites.

Strategic investments in infrastructure and connectivity not only helps increase the attractiveness of the borough for investment but enhances the ability of its residents to access employment and learning opportunities at key locations both inside and outside of the borough.

Delivery of infrastructure to support new developments is critical but can often be challenging. Housing growth will generate Community Infrastructure Levy (CIL) payments, which can support the delivery of infrastructure.

As part of its adoption of CIL, Gedling Borough Council is required to publish a list of strategic infrastructure projects that would be funded through CIL Receipts. This has been updated and Carlton Active has been identified as the priority for expenditure of CIL receipts.

Having large rural areas within the borough creates additional challenges for infrastructure particularly public transport. This is reflected in data as over 50% of people who live in Gedling use a car or van to get to work, this is compared to 6.8% who use public transport. Whilst relatively well connected to Nottingham city, connectivity within the borough, particularly to and from rural areas is much more restricted. Similarly East-West links between other districts and boroughs are weaker which limits access to employment and learning opportunities for Gedling residents.

To support economic growth, it is important to consider the connectivity between key employment sites in the borough and centres of population. Appendix C shows some analysis undertaken in relation to the accessibility of key employment sites or allocated employment sites. This shows that the least accessible site is Top Wighay Farm, a key strategic site for future growth, with much of the borough over an hour or hour and a half travelling distance by public transport and over an hour's cycling time.

Other key employment sites such as Colwick Industrial Estate, Gedling Colliery and Teal Close are generally more accessible with much of the borough's population within a 30-minute public transport or 30-minute cycle journey.

Gedling Borough Council will work with Nottinghamshire County Council and EMCCA to consider opportunities to enhance bus services including on demand services, with a particular focus on access to key employment and education sites.
The Council will also work with Nottingham City Council and EMCCA on proposals to extend the Tram network into Gedling, including the potential extension to Top Wighay Farm.

A lower-than-average number of people in Gedling (7%) travel to work on foot or by bicycle and the Council are keen to encourage active travel, particularly along key employment corridors to facilitate growth. There are opportunities to improve

active travel options in the borough between key existing and new settlements, employment sites and attractions, whilst recognising that the topography can make this challenging in certain parts of the borough. Nottingham City Council and Nottinghamshire County Council, in partnership with Derby City Council and Derbyshire County Council are working to develop the D2N2 Local Cycling and Walking Infrastructure Plan (LCWIP) which will identify priorities for enhancing the walking and cycling networks. Within Gedling Borough, the improvement of Active Travel Links to access Gedling Country Park has been identified as a route with high potential to increase walking and cycling.

Proposed actions under this theme include:

- Work with partners to identify opportunities to address viability and funding issues to unlock sites for housing and employment growth or accelerate delivery.
- Utilise CIL and other potential funding sources to ensure infrastructure investment supports housing and employment growth in a coordinated manner.
- Undertake research to better understand how communities look to and use different town and local centres to ensure proposals to improve connectivity are effective and efficient.
- Work with Nottinghamshire County Council and EMCCA to consider opportunities to enhance bus services including on demand services, with a particular focus on access to key employment and education sites including those outside of the borough.
- Work with Nottingham City Council and EMCCA on proposals to extend the Tram network into Gedling, including the potential extension to Top Wighay Farm.
- Enhancement of active travel opportunities including active travel links to Gedling Country Park and opportunities for walking and cycling routes on the Netherfield, Former Gedling Mineral Line.

Objective 5: Attract new investment and business to the borough

In order to drive employment and in turn economic growth, Gedling has the opportunity to better position itself for increased business investment - as an ideal location for businesses seeking proximity to Nottingham City while benefiting from a lower cost base. However, to date there has been a lack of coordinated inward investment activity in the borough and, an inward investment strategy is required to ensure the appropriate infrastructure, support and promotion activities are put in place.

EMCCA will play a key role in the delivery of inward investment in the region and in January 2025 EMCCA agreed to allocate Investment funding of £850,000 to Nottinghamshire County Council to deliver promotion of the visitor economy and Inward Investment across Nottingham and Nottinghamshire. Therefore, Gedling Borough Council will work in close collaboration with the County Council on the development of an Inward Investment strategy for Gedling and to ensure there is an understanding of the opportunity that Gedling presents as part of a County inward investment offer and that resources are aligned to achieve this.

To facilitate investment, there needs to be a supply of both employment sites and employment space. Top Wighay Farm in the far north-east of the borough is Gedling's main allocated employment site for office floorspace whilst for manufacturing and warehousing, the supply includes Top Wighay Farm, Gedling Colliery and Colwick Industrial Estate.

Additional employment land will be allocated through the Gedling Local Development Plan and Gedling Borough Council will work with partners to help address any barriers to bringing sites forward for development, for example through seeking external funding to support viability. Raising the profile of the borough through the development and implementation of an inward investment strategy will also help support the viability of future development opportunities.

Small and medium-sized enterprises (SMEs) including community and social enterprises form the backbone of the local economy in Gedling.

Therefore, in parallel with opening up larger employment sites, the Council will play an active role in facilitating an increased supply of business workspace suitable to the local economy.

In late 2022, Gedling Borough Council opened, the AMP - a development of the former market place situated at the heart of Arnold Town Centre.

It includes seven, fully let affordable retail units on the ground floor specifically created for enterprising start-ups looking to move onto the high street.
The first floor is over 3500 sq. ft of workspace for small businesses, overlooking the new contemporary public square. Building on the success of the AMP, there is an opportunity to provide additional modern workspace in the borough and providing this in town centres where possible will help maximise accessibility as well as supporting diversification and footfall in town centres.

It was highlighted in the consultation that Gedling lacks sufficient high grade office space to attract professional services companies, high value industries or larger employers. The Innes England Market Insite 2024 Report highlighted strong demand for this type of space in Nottingham which could highlight a potential opportunity for Gedling to build on this demand. It is also considered that there is an opportunity to develop further industrial units to support demand for this type of space, building on the success of units developed by Gedling Borough Council at Hillcrest Business Park, Calverton for example.

A feasibility study on the likely demand for high grade office space and additional industrial units should be undertaken to inform potential interventions as well informing the inward investment strategy.

Proposed actions under this theme include:

- Development of an Inward Investment Strategy for Gedling in collaboration with Nottinghamshire County Council and EMCCA.
- As part of the Inward Investment Strategy, consider opportunities and value propositions for fostering business clusters in tech, green energy, and creative industries to drive higher-value job creation.
- Undertake a feasibility study on the likely demand for high grade office space and additional industrial units to inform potential interventions.
- Facilitate a broad supply of employment land and business accommodation across the borough.

Objective 6: Deliver net zero ambitions

In November 2019, Gedling Borough Council declared a climate emergency and made a pledge to achieve net-zero carbon emissions by 2030 in relation to its own operations. But the Council recognises its wider role in contributing to the UK's net zero target and the Gedling Local Development Plan will seek a higher standard of sustainability for future development. Gedling Borough Council's Economic Growth and Regeneration Team will embed sustainability into its regeneration projects and support partners and stakeholders to do the same.

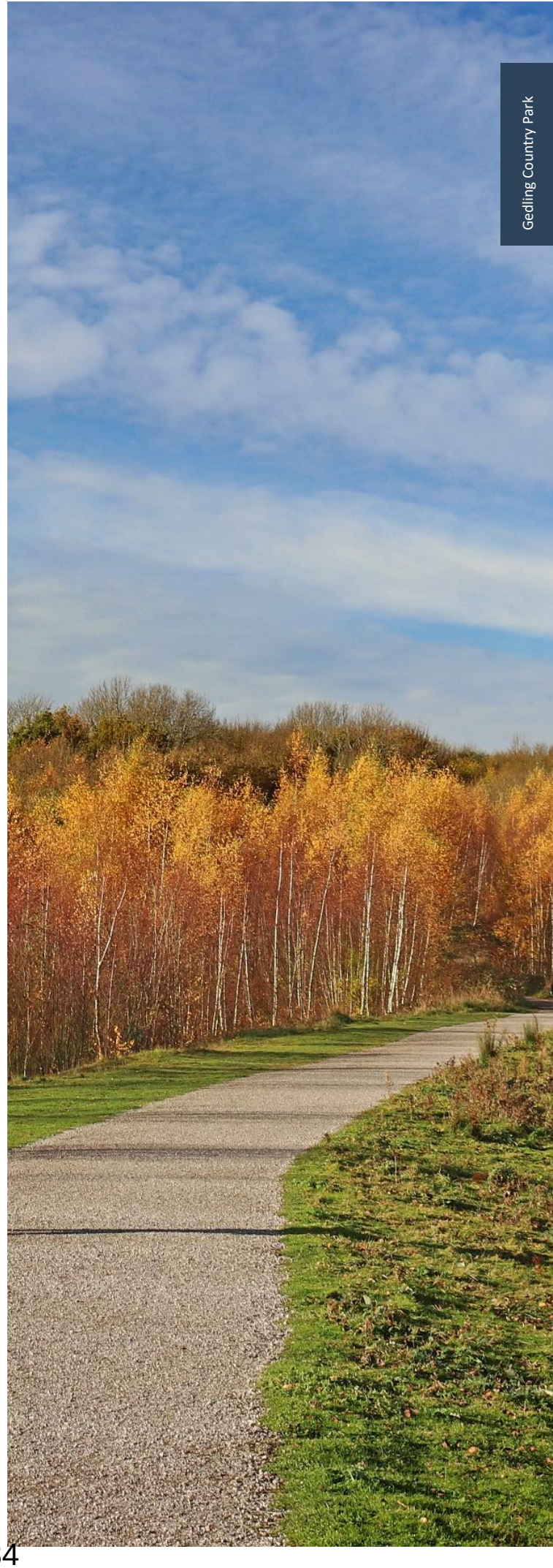
The Council will also work with businesses in the borough to help them change/adapt to upcoming statutory/legislative requirements around trade waste and recycling and to adopt net zero policies through incentives and business support programmes. There is also an opportunity to support businesses for whom net zero opens new markets for technologies and services, providing a welcoming, supportive and cost effective environment with a good supply of highly skilled residents, from which to operate. This is a key target sector for Nottingham City Council and there is an opportunity to work jointly on creating the conditions for investment and growth.

As already highlighted, Gedling has high quality parks and open spaces and there is a desire to further enhance the borough's blue and green infrastructure and improve active travel routes.

The Council will work with partners to further these aspirations and position Gedling's green credentials as part of its heritage and visitor economy offer as well as a supporting community wellbeing.

Proposed actions under this theme include:

- Pursue opportunities to improve Blue-Green Infrastructure across the borough.
- Enhancement of pedestrian and cycle infrastructure including for example along the northern bank of the River Trent within Gedling, the Calverton Mineral Line and Gedling Colliery and Mapperley Plains as well as improvement of Active Travel Links to access Gedling Country Park.
- Enhance sustainability standards into Gedling Borough Council's procurement procedures such as a requirement for all suppliers to hold an environmental accreditation that is externally audited (e.g. ISO14001, Carbon Charter).
- Promote businesses that integrate solar panels, sustainable heating systems, and green supply chains.
- Provide dedicated business support for businesses working in the low carbon sector and to support businesses to adopt net-zero policies through incentives and support programmes including specific programmes for high street businesses.
- Enhance eco-tourism by investing in trails, country parks, and environmentally friendly visitor facilities.



Gedling Country Park

6.3 Theme: Business and Skills

This theme focuses on economic growth through supporting local businesses to start up and grow and ensuring local people have the skills needed by Gedling businesses now and in the future.

Objective 7: Support local start-ups and SMEs including social and community businesses and ensure they have the opportunity to grow in Gedling

Under Objective 6 there is a commitment to provide the type of spaces that businesses currently located in, setting up in or moving into Gedling need. Alongside this, Gedling Borough Council is committed to ensuring businesses also have access to appropriate business support infrastructure to help them flourish and grow.

This includes the many social and community businesses in the borough who support many of the other objectives within this Framework and retail businesses who are also key to the success of a number of objectives.

It is important that the nature of this infrastructure is guided by businesses themselves, and the needs will be diverse depending on, for example the size, sector and stage of business. As such, Gedling Borough Council will work with a range of partners to provide a strong business support environment.

Under the UK Shared Prosperity Fund Programme 2022-2026[1], Gedling Borough Council has been able to offer a free and confidential service to businesses that are looking to start-up, expand or locate to the Gedling Borough area.

[1] UKSPF has three pillars – Communities and Place, Supporting Local Business and People and Skills.

A Small Business Advisor programme has been delivered by East Midlands Chamber and the Gedling Accelerator project helped businesses in Gedling to reduce their energy costs and become more sustainable. The programme has also funded retail business advisors, workshops, and supported the Gedling Business Support Network.

The UKSPF Programme has been extended for a further year into 2025/26 with £25.17m allocated to EMCCA. EMCCA is also allocating an additional £4m from its own investment fund, providing a total of £30m investment for the region. £1.17m of funding has been allocated to Gedling and the Council will look to utilise some of this funding to continue and build on the business support infrastructure put in place to date and to complement EMCCA's regional wide business support programmes which will include a regional start up service, business education workshop programme, supporting export capabilities and high-growth support programme. Importantly, in light of future funding reforms, Gedling Borough Council will work with partners to continue to provide a supportive environment for businesses for the long term.

Proposed actions under this theme include:

- Extend and build on the business support provision put in place in Gedling through the UK Shared Prosperity Fund 2025/26.
- Work with EMCCA and partners to ensure region wide provision is promoted to, accessible and tailored to the needs of Gedling businesses.
- Working with EMCCA and partners to shape the future business support landscape beyond the UK Shared Prosperity Fund to ensure it meets the needs of Gedling businesses.
- Review opportunities to support retail and high street businesses to contribute to objective 3.
- Support our businesses to contribute to Gedling's net zero ambitions through the provision of advice and support and, where available, funding.
- Explore collaboration opportunities between Nottingham Universities and local employers to boost RD&I activity in Gedling.

Objective 8: Ensure residents have the skills needed by local businesses and develop collaborations with local training providers to improve access for Gedling residents

Gedling generally has good skills levels with lower than average number of people with no qualifications and higher than average number with Level 4+ qualifications. This is also reflected in higher-than-average economic activity rates in the borough. However, there are areas within the borough, - Netherfield and Daybrook for example - where levels of unemployment and the percentage of residents with no qualifications is higher than average and the Council wants to ensure all residents have the opportunity to contribute to and benefit from economic growth. In addition, the needs of local employers including those in the public sector are changing so it's important to provide opportunities to upskill and reskill to meet these needs.

Having a workforce with the right skills for local businesses makes an area attractive for investment and supports business growth. However, developing skills is also about raising employment participation and equipping Gedling residents with the skills to access meaningful and fulfilling employment opportunities. There is clear evidence that good work improves health and wellbeing across people's lives and protects against social exclusion. By focusing on collaboration with local providers, targeted investments, and leveraging local strengths, Gedling Borough Council and partners will aim to create a sustainable pathway for retaining and attracting skills while supporting SMEs to drive economic growth. This will not only to help drive economic growth but also to help Gedling residents to benefit from that growth and participate in activity that sustains it.

It is challenging to develop skills for future demand without knowing what these are and without a critical mass of demand, courses become unviable. Aligning with Objective 7, Gedling Borough Council will engage with local businesses to ensure the skills needs are better understood so the Council can work with partners to consider how these can be addressed. This will include targeting existing employees through reskilling and upskilling opportunities, young people still in education and training as well as those residents currently out of work.

The Gedling Employment and Skills Group has been running for a number of years and consists of many key partners, providers and stakeholders working collaboratively on employment and skills initiatives across the borough and wider.
The Council have also been working with Broxtowe and Rushcliffe Borough Councils to explore the opportunity to establish a South Nottinghamshire Employment and Skills Providers Forum as well as an Employment and Skills Board. This already exists in north Nottinghamshire, creating a coherent voice on skills priorities and challenges. The success of such a structure will be reliant on the support and engagement of businesses and providers but will help to better understand and resolve skills mismatches at a local level and enable a more coherent offer and ask for South Nottinghamshire.

The Adult Skills Fund has been fully devolved to EMCCA from August 2025. With the transfer of funding to EMCCA comes the opportunity for regional partners to shape adult education provision in a way that best suits the needs of their residents and the local economy. Gedling Borough Council, in collaboration with Rushcliffe and Broxtowe will work with EMCCA and local training providers to ensure the needs of Gedling residents and businesses are represented.

There is no further or higher education provider located in Gedling currently. Whilst providers such as Nottingham College and Nottingham Universities and Vision West Notts College, including Nottingham Trent University's Campus in Mansfield are located close to Gedling, accessibility from much of the borough is challenging. Analysis of travel times to Nottingham College and Vision West Notts College shows that much of the borough is over 40 minutes away by public transport from Nottingham College and nearly an hour from West Notts College (please see Appendix D for details).

Gedling Borough Council will strengthen links between local colleges, universities, and businesses, considering accessibility and delivery of targeted programmes within the borough.

The Gedling Borough Council Social Value Policy 2025–2027 sets out the Council's approach to maximising social value, supporting the delivery of its key priorities for communities, place, and the local economy.

The policy sets out five key themes and invites bidders through the procurement process to contribute to their delivery by demonstrating how they will achieve positive social value outcomes. These themes have been developed to generate tangible benefits for residents across the borough and are as follows:

- Enable healthier, safer, and more connected communities
- Develop skills to support growth and employment opportunities
- Increase digital inclusion and enablement
- Create cleaner, greener spaces and respond to the climate emergency

Proposed actions under this theme include:

- Collaborate with local training providers such as Nottingham College and Vision West Notts College to strengthen links with Gedling businesses and deliver co-funded, targeted interventions and apprenticeships within the borough.
- Consider the viability of establishing local learning hubs with delivery of training offered in partnership with local providers.
- Work with the Planning Department at Gedling Borough Council to consider opportunities to tailor an approach around the use of Section 106 to enable the Council to invest in employment and skills opportunities.
- Consider opportunities to improve transport links between settlements in Gedling and local training providers.
- Continue to deliver the Gedling Employability Programme which Gedling Borough Council runs collaboratively with the EMCCA Careers Hub. This programme works with the six secondary schools in the borough, enabling them to deliver careers activity and prepare students for the world of work
- Work with partners to develop the targeted support and advice required to help residents access training and employment.
- Work with EMCCA and local training providers to ensure the needs of Gedling residents and businesses are represented in the distribution of Adults Skills Fund.
- Continue and build on the work of the Gedling Employment and Skills Group.
- To maximise the potential of social value opportunities in line with the Gedling Borough Council Social Value Policy 2025–2027.

7.0 Working Collaboratively

Underpinning the vision and objectives of this Economic Growth Framework is the recognition that coordination with neighbouring areas and participation in regional initiatives will be critical to achieving this. The creation of the East Midlands Mayoral Combined County Authority offers new opportunities to accelerate growth in Gedling. EMCCA can help empower the region to secure greater investment to advance the critical infrastructure projects that will contribute to Gedling's economic growth. Collaboration with neighbouring authorities and EMCCA on cross-border initiatives such as transport and infrastructure, visitor economy and inward investment will strengthen the region as a whole and in turn the borough of Gedling.

In addition, the devolution of the Adult Skills Fund and the potential to work more closely with Rushcliffe and Broxtowe Borough Council through the proposed South Nottinghamshire Employment and Skills Board will facilitate a more targeted local approach and coherent skills offer.

Some of the aspirations within the Economic Growth Framework are also focused on localised impact and will require close collaboration with public, private and voluntary sector partners.

Arnold High Street

7.1 Implementation Plan

7.1.1 Implementation Plan

Each of the actions identified under the objectives of the Economic Growth Framework are set out below in the Implementation Plan. The Implementation Plan provides a roadmap for delivery of the Economic Growth Framework but is not exhaustive as the Framework is intended to be a working document that provides the opportunity for new actions to be identified, where they align with the objectives of the Framework. Each action is indicatively identified as either short, medium or long term based on the following:

Key	Priority
	Short-term (1 to 2 years)
	Medium-term (3-4 years)
	Long-term (4 years +)

Objective 1: Sensitively and sustainably develop Gedling's Visitor Economy	Priority
Strengthen partnerships with regional tourism bodies and attractions to integrate Gedling into wider visitor campaigns.	
Recognise, build capacity and support the role of the voluntary and community sector in managing assets and delivering activities that contribute to the visitor economy.	
Marketing the borough as an eco-tourism destination by investing in trails, country parks and environmentally friendly visitor facilities.	
Utilising leisure investments such as the proposed Carlton Active Centre to attract visitors and signpost users to other local amenities, encouraging additional spend in the borough.	
Development of full day or half day visitor itineraries around key attractions which encourage longer dwell times for visitors and encourage spend in local hospitality businesses.	
Support the diversification of town centres as vibrant, mixed-use destinations attractive to residents and visitors along with a strong day to evening economy.	

Objective 1: Sensitively and sustainably develop Gedling's Visitor Economy	Priority
Developing attractions such as a heritage centre at Gedling Country Park, immersive experiences around industrial heritage, cultural facilities and eco-tourism initiatives.	
Helping to address the lack of visitor amenities such as accommodation, dining, and entertainment options through promoting the area for investment in these areas.	

Objective 2: Ensure Gedling is a great place to live, work and visit	Priority
Investment in the community and voluntary sector as the foundation for much of the leisure activity delivered in Gedling and its role in supporting community cohesion.	
Coordinated approach to connect heritage sites through trails, digital storytelling, and interactive visitor experiences.	
Investment in leisure other facilities, including Arnold Leisure Centre and theatre.	
Integration of green space planning with sustainable housing developments to enhance quality of life.	
Expanding tree planting and environmental conservation efforts to reinforce Gedling's green credentials.	
Interventions to reduce anti-social behaviour and fear of crime within communities and in parks and open spaces.	
Interventions to maximise the economic impact and value of parks and open spaces.	
Further investment in green infrastructure with associated management and maintenance investment plans.	
Enhancement and development of new cultural spaces.	

Objective 3: Support town and local centres to thrive with inclusive, sustainable uses	Priority
Business support programme for retail and high street businesses.	
Hosting pop up shops, regular events and cultural activities to increase footfall and community engagement in town centres.	
Undertake research to better understand how communities look to and use different town and local centres to ensure proposals to improve connectivity are effective and efficient.	
Implementation of the Ambition Arnold Masterplan.	
Implementation of the and Greater Carlton Pride in Place Regeneration Plan.	
Tackling perceptions of crime and anti-social behaviour, by reviewing lighting in town centres, and by tackling 'voids'/dark spaces.	
Public realm improvements, pedestrianisation, better integration of green spaces and enhanced sense of arrival to enhance town centre appeal and make the area more attractive.	

Objective 4: Facilitate sustainable housing and infrastructure including community infrastructure as a key driver of growth in the borough	Priority
Progress proposals for Leapool Roundabout Park and Ride as funding allows.	

Objective 5: Attract new investment and business to the borough	Priority
Development of an Inward Investment Strategy for Gedling in collaboration with Nottinghamshire County Council and EMCCA.	
As part of the Inward Investment Strategy, consider opportunities and value propositions for fostering business clusters in tech, green energy, and creative industries to drive higher-value job creation.	
Undertake a feasibility study on the likely demand for high grade office space and additional industrial units to inform potential interventions.	
Facilitate a broad supply of employment land and business accommodation across the borough.	

Objective 4: Facilitate sustainable housing and infrastructure including community infrastructure as a key driver of growth in the borough	Priority
Work with partners to identify opportunities to address viability and funding issues to unlock sites for housing and employment growth or accelerate delivery.	
Utilise CIL and other potential funding sources to ensure infrastructure investment supports housing and employment growth in a coordinated manner.	
Enhancement of active travel opportunities including active travel links to Gedling Country Park and opportunities for walking and cycling routes on the Netherfield, Former Gedling Mineral Line.	
Work with Nottingham City Council and EMCCA on proposals to extend the Tram network into Gedling, including the potential extension to Top Wighay Farm.	

Objective 6: Deliver net zero ambitions	Priority
Enhance sustainability standards into Gedling Borough Council's procurement procedures such as a requirement for all suppliers to hold an environmental accreditation that is externally audited (e.g. ISO14001, Carbon Charter).	
Promote businesses that integrate solar panels, sustainable heating systems, and green supply chains.	
Provide dedicated business support for businesses working in the low carbon sector and to support businesses to adopt net-zero policies through incentives and support programmes including specific programmes for high street businesses.	
Enhance eco-tourism by investing in trails, country parks, and environmentally friendly visitor facilities.	
Pursue opportunities to improve Blue-Green Infrastructure across the borough.	

Objective 7: Support local start-ups and SMEs including social and community businesses and ensure they have the opportunity to grow in Gedling	Priority
Extend and build on the business support provision put in place in Gedling through the UK Shared Prosperity Fund 2025/26.	
Work with EMCCA and partners to ensure region wide provision is promoted to, accessible and tailored to the needs of Gedling businesses.	
Working with EMCCA and partners to shape the future business support landscape beyond the UK Shared Prosperity Fund to ensure it meets the needs of Gedling businesses.	
Review opportunities to support retail and high street businesses to contribute to objective 3.	
Support our businesses to contribute to Gedling's net zero ambitions through the provision of advice and support and, where available, funding.	
Enhancement of pedestrian and cycle infrastructure including for example along the northern bank of the River Trent within Gedling, the Calverton Mineral Line and Gedling Colliery and Mapperley Plains as well as improvement of Active Travel Links to access Gedling Country Park.	

Objective 8: Ensure residents have the skills needed by local businesses and develop collaborations with local training providers to improve access for Gedling residents	Priority
Continue to deliver the Gedling Employability Programme which Gedling Borough Council runs collaboratively with the EMCCA Careers Hub. This programme works with the six secondary schools in the borough, enabling them to deliver careers activity and prepare students for the world of work	
Work with partners to develop the targeted support and advice required to help residents access training and employment.	
Work with EMCCA and local training providers to ensure the needs of Gedling residents and businesses are represented in the distribution of Adult Skills Fund.	
Continue and build on the work of the Gedling Employment and Skills Group.	
Consider the viability of establishing local learning hubs with delivery of training offered in partnership with local providers.	
Consider opportunities to improve transport links between settlements in Gedling and local training providers.	
To maximise the potential of social value opportunities in line with the Gedling Borough Council Social Value Policy 2025–2027.	

Objective 8: Ensure residents have the skills needed by local businesses and develop collaborations with local training providers to improve access for Gedling residents	Priority
Collaborate with local training providers such as Nottingham College and Vision West Notts College to strengthen links with Gedling businesses and deliver co-funded, targeted interventions and apprenticeship within the borough.	
Work with the Planning Department at Gedling Borough Council to consider opportunities to tailor an approach around the use of Section 106 to enable the Council to invest in employment and skills opportunities.	

Appendix A

Consultation Key Findings

Focus Consultants 2010 LLP, Focus House, Millennium Way West, Phoenix Business Park, Nottingham NG8 6AS T. 0115 976 5050

Appendix B

Consultation Survey Analysis

Appendix C

Strategic Context Analysis

Focus Consultants 2010 LLP, Focus House, Millennium Way West, Phoenix Business Park, Nottingham NG8 6AS T. 0115 976 5050

Appendix D

Travel Times to Key Employment Sites

Focus Consultants 2010 LLP, Focus House, Millennium Way West, Phoenix Business Park, Nottingham NG8 6AS T. 0115 976 5050

Appendix E

Travel Times to Nottingham College and Vision West Notts College

Focus Consultants 2010 LLP, Focus House, Millennium Way West, Phoenix Business Park, Nottingham NG8 6AS T. 0115 976 5050

Theme	Key messages / suggestions from the consultation
Skills	• The region needs a workforce that is skilled, adaptable, and equipped for the challenges of the future. • Strengthen links between local colleges, universities, and businesses to address skills gaps, particularly in digital technology, green energy, construction, and advanced manufacturing. • Foster partnerships between educational institutions, large employers, and SMEs to create, co-funded training programmes, apprenticeships and employment and skills plans aligned with new developments. • Employers engaging with local training providers have indicated skills gaps in sectors such as Construction, Engineering, Health, Care, and Early Years, Automotive and Hospitality • There are challenges in retaining graduates due to the lack of a local higher education providers, requiring stronger partnerships with regional universities and skills hubs. • Address digital skills gaps for all age groups, particularly in disadvantaged communities. • Support for re-skilling and up-skilling through adult education programmes tailored to high-demand sectors. • Targeted training for high-demand sectors with programmes to support young people in rural or underserved areas and improve access to training and job opportunities. • Opportunity to improve transport connectivity for residents in rural areas to local training providers • Although data suggests skills levels are relatively high, it is important to recognise there are pockets of deprivation and inequalities do exist. It is important to provide targeted support to ensure that people are not left behind with limited opportunities to upskill.
Business	• Gedling could position itself as an ideal location for businesses seeking proximity to Nottingham City while benefiting from a lower cost base. • Small and medium-sized enterprises (SMEs) including community and social enterprises form the backbone of the local economy but face barriers to growth, including financial constraints and lack of modern office space. • Gedling lacks sufficient high grade office space to attract professional services companies, high value industries or larger employers. This inhibits growth of some sectors. • There is a need / opportunity to provide more space for start up businesses but there is also a need to provide move of space to avoid losing these businesses once they grow. • There is an opportunity to develop further industrial units to support demand for this type of space, building on the success of units at Calverton for example. • In order to attract more business investment, an inward investment strategy is required to put in place the appropriate infrastructure, support and promotion • Business support should focus on practical assistance, grants, and removing bureaucratic barriers to funding. • Encouraging business clusters in tech, green energy, and creative industries to drive higher-value job creation. • Collaboration with universities and major employers to create innovation hubs and business support networks.
Employment	• Gedling is primarily a commuter borough, with most residents working outside the area. More local employment opportunities are needed. • The employment needs of key sectors in the economy need to be a priority. • High street retail and hospitality face recruitment challenges, requiring targeted skills development.

Theme	Key messages / suggestions from the consultation
	• Gedling home to a lot of public service employment (local authorities, health service). It is important to ensure these sectors are able to recruit locally to provide opportunities for local residents. • Public transport limitations restrict access to job opportunities, particularly in rural areas. • Opportunities exist to attract remote workers by providing co-working and flexible office spaces in town centres. • Emphasis on inclusive recruitment, supporting early retirees and those with caring responsibilities to re-enter the workforce.
Net Zero	• Embed sustainability in regeneration projects, ensuring buildings and developments adopt green principles. • Businesses will need support to change/adapt to upcoming statutory/legislative requirements around trade waste and recycling. The Gedling Local Development Plan will also seek a higher standard of sustainability. • Consider opportunities to enhance sustainability standards into GBC procurement • Promote businesses that integrate solar panels, sustainable heating systems, and green supply chains. • Support businesses working in the low carbon sector and support businesses to adopt net-zero policies through incentives and support programmes. Specific programmes for high street businesses can be developed. • Improve opportunities for active travel. Expand cycling infrastructure and consider an electric bike scheme. Improve accessibility through public and active travel, particularly in rural areas to reduce car dependency. • There is a unique opportunity to position Gedling's green credentials as part of its heritage and tourism initiatives. • Enhance eco-tourism by investing in trails, country parks, and environmentally friendly visitor facilities.
Housing and Infrastructure	• There will continue to be significant housing growth in the borough which will support economic growth • May be a requirement to create new local centres • Housing growth will generate CIL receipts to support regeneration • The borough is very constrained due to the Green Belt but will need to consider the allocation of employment land • Ensure infrastructure investment supports housing and employment growth in a coordinated manner. • Gedling's infrastructure improvements should prioritise transport, sustainable housing and related community and leisure facilities to provide sustainable communities • Weak east-west transport links limit access to employment hubs and opportunities for business expansion. • Leverage Gedling's location to serve as a link between Nottingham and wider regional opportunities could position Gedling as a hub for business, leisure, and culture within the East Midlands. • Increase digital infrastructure to ensure high-speed internet access for businesses and residents, enabling remote work and digital commerce. • Expand both digital infrastructure and transport links, specifically regarding the lack of east-west transport connections and the need for better connectivity to surrounding areas (Mansfield, Ashfield, Newark).

Theme	Key messages / suggestions from the consultation
Green Space	• Gedling's parks, nature reserves, and country parks are significant assets that should be leveraged for eco-tourism and community well-being. • Further investment in green infrastructure, including enhanced trails, walking and cycling infrastructure, and visitor facilities. Community safety and perception of safety are important considerations here. • Better promotion of Gedling's natural landscapes, and underutilised assets such as Netherfield Lagoons, to highlight biodiversity and attract visitors to add to the green tourism potential for the area. • Integration of green space planning with sustainable housing developments to enhance quality of life. • Expanding tree planting and environmental conservation efforts to reinforce Gedling's green credentials. • Gedling's parks, green spaces and commitment to sustainability can be cornerstone of its ambition • The maintenance and management requirements of green spaces is significant and needs consideration within any proposals to expand / enhance provision.
Transport	• Improved transport can help position Gedling has a hub for business, leisure and culture in the East Midlands • Whilst relatively well connected to Nottingham city, connectivity within the borough, particularly to and from rural areas is much more restricted. It is important to understand how communities look to and use different town and local centres to ensure connectivity is improved effectively and efficiently. • Similarly links between other districts and boroughs are weaker which limits access to employment opportunities • It is important to look at key employment areas / areas with potential for employment growth and consider accessibility to these locations from across the district. • If extended, the Nottingham tram could improve connectivity further. • The lack of park-and-ride facilities increases car dependency, contributing to congestion. • A bus-based park and ride facility is proposed to ease congestion between Arnold and Nottingham city centre • The Robin Hood Line presents an opportunity for improved rail connectivity but requires investment. • Increasing opportunities for active travel is seen as a priority • Cycling infrastructure is inconsistent and should be expanded, particularly along key employment corridors. • Coordination with neighbouring areas and participation in regional initiatives will be critical, particularly collaboration on cross-border initiatives, such as transport infrastructure. • Greater engagement with Nottinghamshire County Council to advocate for better bus, rail, and active travel solutions.
Visitor economy	• Gedling lacks a strong standalone identity as a visitor destination but has potential due to its rich heritage, green spaces, and proximity to Nottingham. • With its mix of urban centres, green spaces and heritage, Gedling can celebrate both urban development and environmental sustainability • Opportunity to be seen as an eco tourism destination by investing in trails, country parks and environmentally friendly visitor facilities • Develop attractions such as a heritage centre at Gedling Country Park, immersive experiences around industrial heritage, cultural facilities and eco-tourism initiatives. • Addressing the lack of visitor amenities such as accommodation, dining, and entertainment options to encourage longer stays.

Theme	Key messages / suggestions from the consultation
	• Strengthen partnerships with regional tourism bodies and attractions to integrate Gedling into wider visitor campaigns. • A cohesive marketing strategy is needed to position Gedling as part of a broader Nottinghamshire visitor offer. • Any growth of the sector needs to consider sustainability and be considerate to local communities in locations that have not necessarily been promoted as visitor destinations previously. • The role of the community sector in managing assets that can attract visitors should be recognised.
Heritage and leisure	• Heritage tourism opportunities exist around Gedling's mining history, historic buildings, and links to national figures such as Lord Byron and Robin Hood. • There is some good leisure and cultural provision including some of the borough's leisure centres and Bonington Theatre • There is a lot of heritage related activity taking place but there are opportunities for better awareness through promotion • The diversity of the borough provides a range of 'identifies' or 'offers' which can be promoted rather than relying on the identify of place alone. • Heritage assets are underutilised and lack investment compared to other areas, limiting their impact on tourism and community identity. • A coordinated approach is needed to connect heritage sites through trails, digital storytelling, and interactive visitor experiences. • There is a strong emphasis on supporting community-led heritage projects with initiatives like heritage volunteering, education, and intergenerational engagement being key areas discussed. • Rural landscapes, green spaces and cultural heritage make the area attractive for professionals seeking a balanced lifestyle • Investment in leisure facilities, including the proposed Carlton Leisure and Community Wellbeing Centre, the modernisation of Arnold Leisure Centre and the development of new cultural spaces. • Huge opportunity to use the new Carlton Community and Leisure Centre development as a flagship project from which to drive economic growth: • The Community and Voluntary sector are the foundation for much of the leisure activity delivered in Gedling.
Town and village centres	• Ensuring the survival of local businesses and creating vibrant town and local centres is a priority • High streets must transition from traditional retail hubs to experience and service-oriented spaces and increased residential uses. • Town centres need revitalisation, focusing on independent retail, hospitality, and mixed-use developments including cultural and leisure offers and residential use to reduce vacancy rates. • Linked to this, activity needs to help build a sense of community around Gedling's Town Centres. • There is a need to improve shopper and retailer confidence by tackling perceptions of crime and anti-social behaviour, by reviewing lighting in town centres, and by tackling 'voids'/dark spaces. • Addressing public perception issues, including antisocial behaviour and the lack of a vibrant night-time economy. • Exploring initiatives such as high street rental auctions to bring vacant units back into use and address vacancy rates in town centres, especially in Arnold should be a consideration.

Theme	Key messages / suggestions from the consultation
	This idea is already being tested in other areas like Bassetlaw and could offer a solution to the vacancy issues in Gedling's high streets. • Public realm improvements, pedestrianisation, better integration of green spaces and enhanced sense of arrival to enhance town centre appeal and make the area more attractive • Hosting pop up shops, regular events and cultural activities to increase footfall and community engagement in town centres.

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1.0 Economic Growth Framework, Visitor Economy Destination, & Heritage Plans Consultation

1.1 Key Findings from the Community Survey

1.1.1 Economic Growth

Economic Strengths

- Key strengths include a robust independent retail sector, accessible green spaces, effective transport links, and strong community engagement.

Economic Challenges

- Main challenges involve high commercial rents, inadequate infrastructure, declining town centres, environmental issues, and the rising cost of living.

Economic Priorities

- Top priorities for growth are revitalising town centres (55.2%), enhancing area attractiveness (46.3%), improving sustainability (44.8%), fostering business growth (38.8%), and boosting tourism and leisure (35.8%).

1.1.2 Visitor Economy

Attractions in Gedling

- Gedling Country Park and Newstead Abbey are primary attractions, noted by 85.3% of respondents for their natural beauty and historical significance.
- Local events and markets also draw visitors, with 33.8% and 32.4% recognition, respectively.

Suggestions for Enhancement

- There is strong support for improving leisure and recreational activities (64.2%) and enhancing nature access (61.2%) to attract more visitors.
- Developing shopping experiences and exploring Gedling's industrial heritage and historical figures are seen as potential areas for growth.

Community and Infrastructure Recommendations

- Enhancements in visitor facilities, cleanliness, and accessibility are recommended, alongside more community-focused events to increase engagement and footfall.
- Specific suggestions include making historical sites more accessible, improving park facilities, and hosting more cultural events to showcase Gedling's unique offerings.

1.1.3 Heritage

Heritage Activities and Interests

- **Participation** - 76.6% of respondents engage in visiting heritage sites, showing strong interest in local history.
- **Popular Activities** - Trails and festivals (54.7% and 51.6%, respectively) and exhibitions and heritage tours (53.1% and 46.9%, respectively) are popular, indicating a preference for interactive and educational heritage experiences.

Themes of Interest

- **Social History** - The most popular theme, with 59.1% interest, suggesting a community eager to explore the broader social narrative of their area.
- **Industrial and Historical Figures** - 54.5% show interest in the industrial heritage of Gedling, particularly coal mining and railways. There is also an interest in key historical figures (34.3%).

Improving Heritage Access

- **Accessibility Needs** - Respondents emphasise improving physical access to heritage sites, suggesting enhancements like levelled pathways, more seating, and better public toilet facilities.
- **Educational and Community Engagement** - There is a call for more downloadable apps and information boards to provide interactive learning experiences. Community events like heritage open days and themed festivals are suggested to engage a wider audience and enrich the local heritage experience.

Unique Aspects of Gedling's Heritage

- The unique blend of industrial and literary heritage, coupled with the natural and urban landscape, offers diverse educational and cultural exploration opportunities. Community initiatives focusing on heritage events are highlighted as valuable for engaging all age groups and celebrating Gedling's rich history.

To inform the Economic Growth Framework, Visitor Destination Management Plan and Heritage Strategy, an online questionnaire was created and distributed through various channels by Gedling Borough Councils Communications Team as well as partner organisations.

The online survey was launched and distributed during the week commencing 9th January and remained open until the end of February. A total of 71 responses were received, providing valuable insight into the community's perspective on the borough. Respondents shared what they believe would benefit both the area and the wider community, as well as the types of improvements they would like to see to enhance the borough and the lives of its residents. An analysis by survey question is set out below.

1.2 Economic Growth

1.2.1 What do you think are the key strengths of the Gedling economy?

Key Strengths Identified

- **Local Businesses**: Independent retailers and small businesses were highlighted as key strengths.
- **Green Spaces**: The availability of parks and open spaces, such as Gedling Country Park, was a strong point.
- **Transport Links**: Good access to Nottingham and surrounding areas through public transport and road connections was cited as an asset.
- **Community Engagement**: Several responses mentioned community spirit and local business collaboration.

Specific Comments

- *"Variety of businesses, mainly independent retailers and plenty of green spaces."*
- *"Transport links, independent local businesses."*
- *"The growth in housing is critical, the Chase Farm development is vital."*
- *"Local small businesses, a variety of services including care, retail centres, and some visitor attractions."*

1.2.2 What do you think are the key challenges facing the Gedling economy?

Key Challenges Identified

- **Business Growth**: High commercial rent costs and competition from larger businesses were significant barriers to local business growth.
- **Infrastructure Issues**: Concerns over road conditions, inadequate public transport, and overcrowded schools.
- **Town Centre Decline**: Many noted the state of town centres, particularly Arnold, with vacant retail units and a lack of investment in revitalising these areas.
- **Environmental Concerns**: Issues such as littering and lack of green spaces in urban areas were raised as challenges.
- **Cost of Living**: The cost of living, alongside reduced local government services, was seen as a limiting factor for the local economy.

Specific Comments

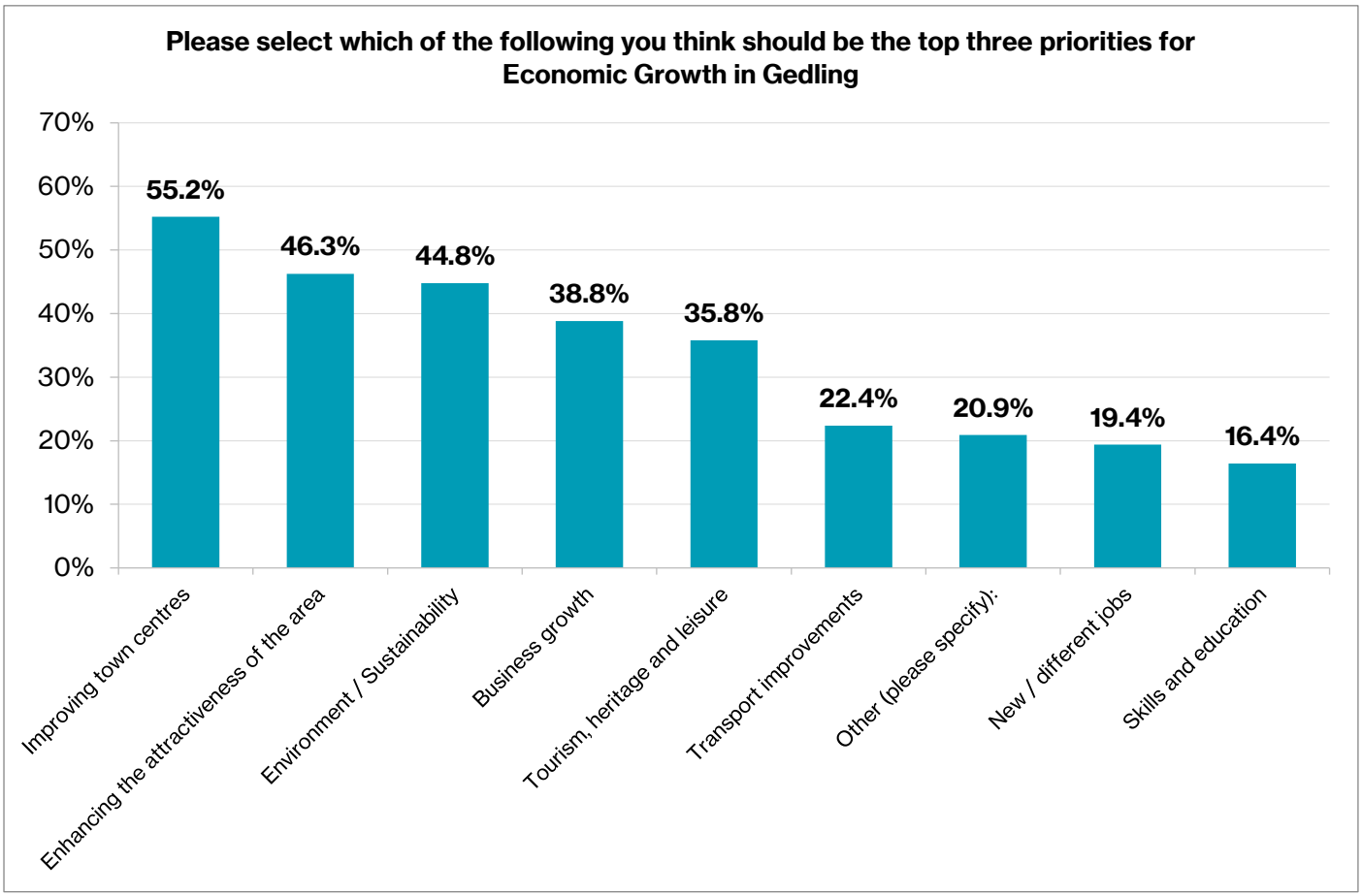
- *"Encouraging further business growth due to restrictions from public transport, lack of parking, and rising rent costs."*
- *"Lack of secondary school provision and flooding problems plus fixing roads."*
- *"The lack of industry."*
- *"Not enough local businesses or support for them, they seem to be pushed out by larger corporations."*
- *"Poor infrastructure such as roads and public transport."*

1.2.3 Please select which of the following you think should be the top three priorities for Economic Growth in Gedling. Business growth, enhancing the attractiveness of the area, environment / sustainability, improving town centres, new / different jobs, skills and education, tourism, heritage and leisure, transport improvements, Other (please specify):

Top Priorities for Economic Growth

- **Improvement of Town Centres (55.2%):** A significant number of respondents wanted to see local town centres revitalised, especially Arnold.
- **Enhancing the Attractiveness of the Area (46.3%):** Respondents wanted Gedling to become more appealing to visitors and residents through better public spaces and cleanliness.

- **Environment and Sustainability (44.8%):** Sustainability initiatives and improving green spaces were a focus for many.
- **Business Growth (38.8%):** Encouraging local business development was another key priority.
- **Tourism, Heritage and Leisure (35.8%):** Respondents highlighted the importance of developing Gedling's tourism, heritage, and leisure offerings, including cultural events and heritage site promotion.



Specific Comments

- *"Improve town centres, make the area more attractive for businesses and residents."*
- *"Focus on environmental sustainability, renewable energy projects, and green spaces."*
- *"We should encourage locally based events like the fayre in Carlton, which 30 years ago was fun. Maybe update the event to a steampunk, anime/charity-based festival."*
- *"There is a great opportunity to locate a digester at the bottom end of the country park, which could produce methane and compost. Also, look at power generation from mine waters in the old pit workings."*
- *"Antisocial behaviour needs addressing; it is putting people off the area."*
- *"The precinct is a mess and unwelcoming. The market is non-existent—attract proper stalls, not wax melt sellers. We need a fishmonger, cheesemonger, unprocessed bread or pasties."*
- *"Improving our road infrastructure is a top priority. Roads are scruffy, and patching is only ever temporary and a waste of money."*
- *"Activities for young people to get out and socialise. We need better and more up-to-date leisure centres—not old, run-down courts like Carlton."*
- *"Include natural heritage when looking at heritage."*
- *"Would also select improving town centres, tourism, heritage and leisure, and transport improvements."*

1.3 Visitor Economy

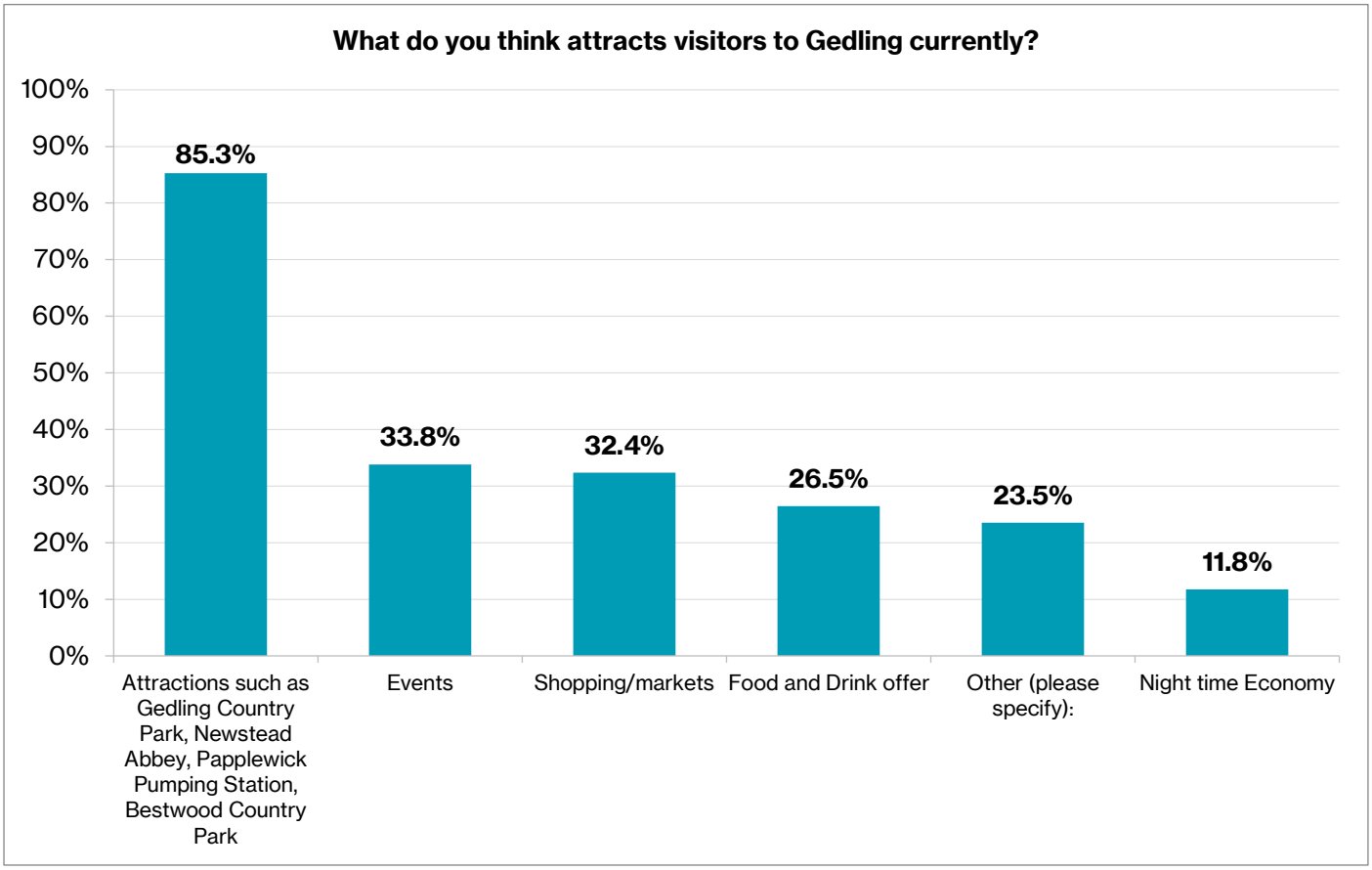
1.3.1 What do you think attracts visitors to Gedling currently?

Attractions Identified

- **Gedling Country Park and Newstead Abbey (85.3%):** These were the most commonly mentioned attractions, with respondents highlighting the natural beauty and historical value.
- **Events (33.8%):** Local events organised by businesses and community groups were also highlighted as key attractions.
- **Shopping and Markets (32.4%):** Local shopping areas and markets were identified as important draws.

Specific Comments

- *"Independent shops like Project pies on Carlton Hill street."*
- *"Leisure centres and library courses and cinema shows."*
- *"Themed weekends at Papplewick Pumping Station."*
- *"Well run recreation grounds and recent real improvements made to facilities at various recreation grounds."*



1.3.2 Are there any particular themes that could be developed to attract more people to visit Gedling or to spend longer in Gedling?

Suggestions for Improvement

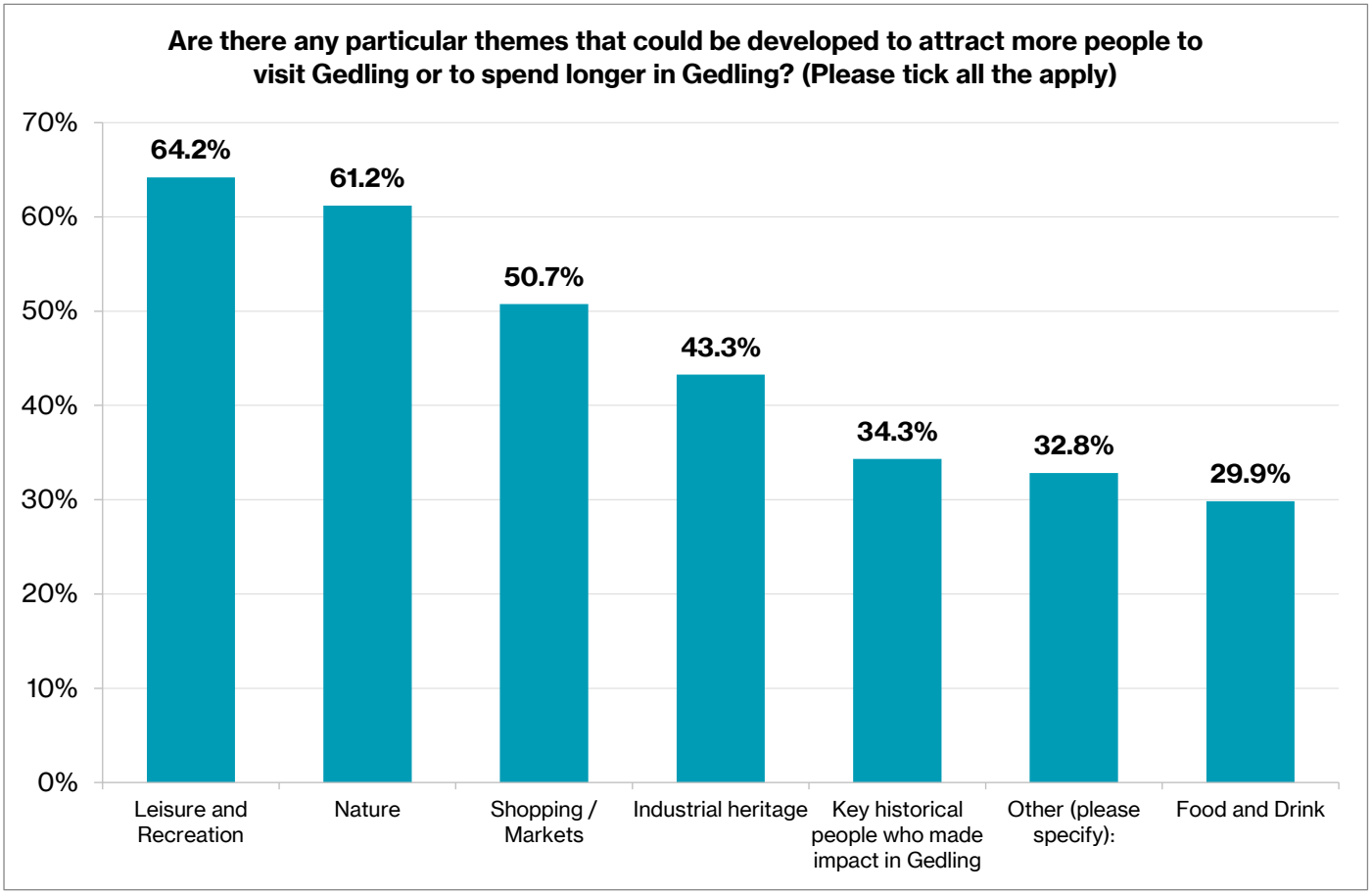
- **Better Leisure and Recreation (64.2%):** Most respondents see potential in developing leisure and recreational activities.
- **Nature (61.2%):** Highlighting natural attractions and enhancing access to green spaces was a major theme.
- **Shopping/Markets (50.7%):** Enhancing local shopping experiences and markets was also seen as attractive.
- **Industrial Heritage (43.3%) and Key Historical People (34.3%):** There's interest in exploring Gedling's industrial past and notable historical figures.

Key Comments

- Respondents suggested making heritage sites like Robin Hood's chair more accessible and improving cleanliness in public areas.
- Enhancements in cafes and recreational facilities were recommended, such as better customer service and dog-friendly policies.
- Events like family days and health promotions were proposed to increase visitor engagement.

Specific Comments

- *"Making more of things that can be free - river walks, the lagoons, improving old railway trails for walking with historical features."*



1.3.3 Do you have any other suggestions on how more people could be attracted to visit Gedling?

Suggestions for Attracting More Visitors

- **Community Events and Activities:** Frequent community-focused events throughout the year to cater to various interests and increase footfall.
- **Accessibility and Cleanliness:** Calls for better publicity, free parking, and enhanced cleanliness in towns and parks to improve overall attractiveness.
- **Infrastructure Improvements:** Suggestions include repairing roads, improving transport, and making public spaces more multi-use and dog-friendly.
- **Enhancing Local Attractions:** Proposals for more artisan markets, better food and drink facilities, and conservation-focused events to enrich visitor experience.

Specific Comments

- *"Make heritage sites more accessible, like Robin Hood's historical locations."*
- *"Focus on conservation events and improve facilities at local parks to attract families and nature enthusiasts."*
- *"Increase footfall through festivals and local markets that celebrate Gedling's unique culture and history."*

1.4 Heritage

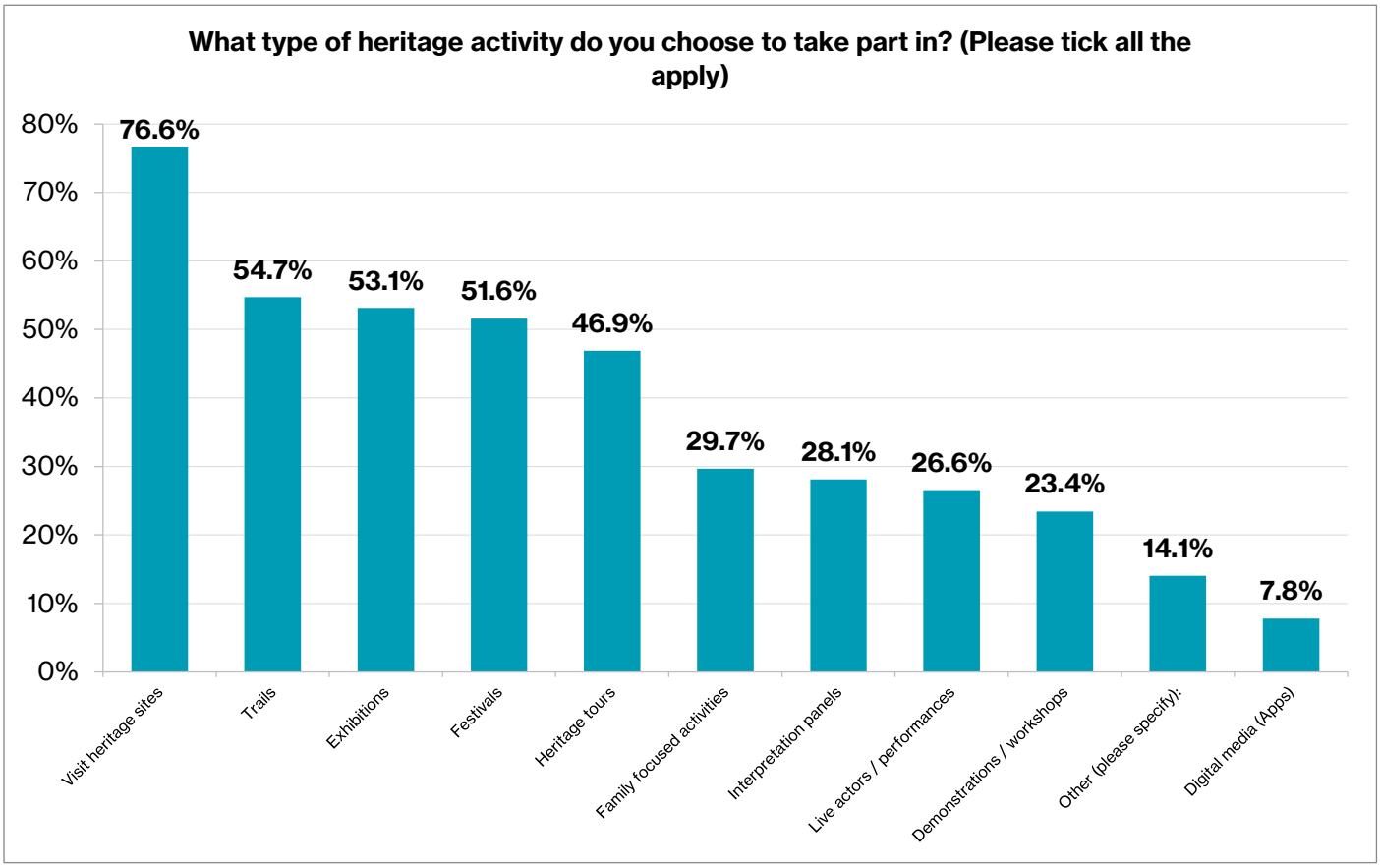
1.4.1 What type of heritage activity do you choose to take part in?

Heritage Activities

- **Heritage Site Visits (76.6%):** Most respondents actively participate in visiting heritage sites, indicating a strong interest in local history.
- **Trails and Festivals (54.7% and 51.6% respectively):** Trails and festivals are popular, suggesting a preference for engaging and interactive experiences.
- **Exhibitions and Heritage Tours (53.1% and 46.9% respectively):** Exhibitions and guided heritage tours are also favoured, emphasising the desire for educational activities.

Specific Comments

- *"Excellent guided walks offered by Nottingham Civic Society - can similar walks be developed for different areas of Gedling on themes like coal mining, the brick making industry, the 'Real Oliver Twist', the railway history, the lace making industry etc. The Smith banking family and the beautiful house they built."*
- *"Lots of walks, looking into history of our local area, how maps have change, the old railways, the mining industry, what has shaped us, pubs, restaurants and social events."*



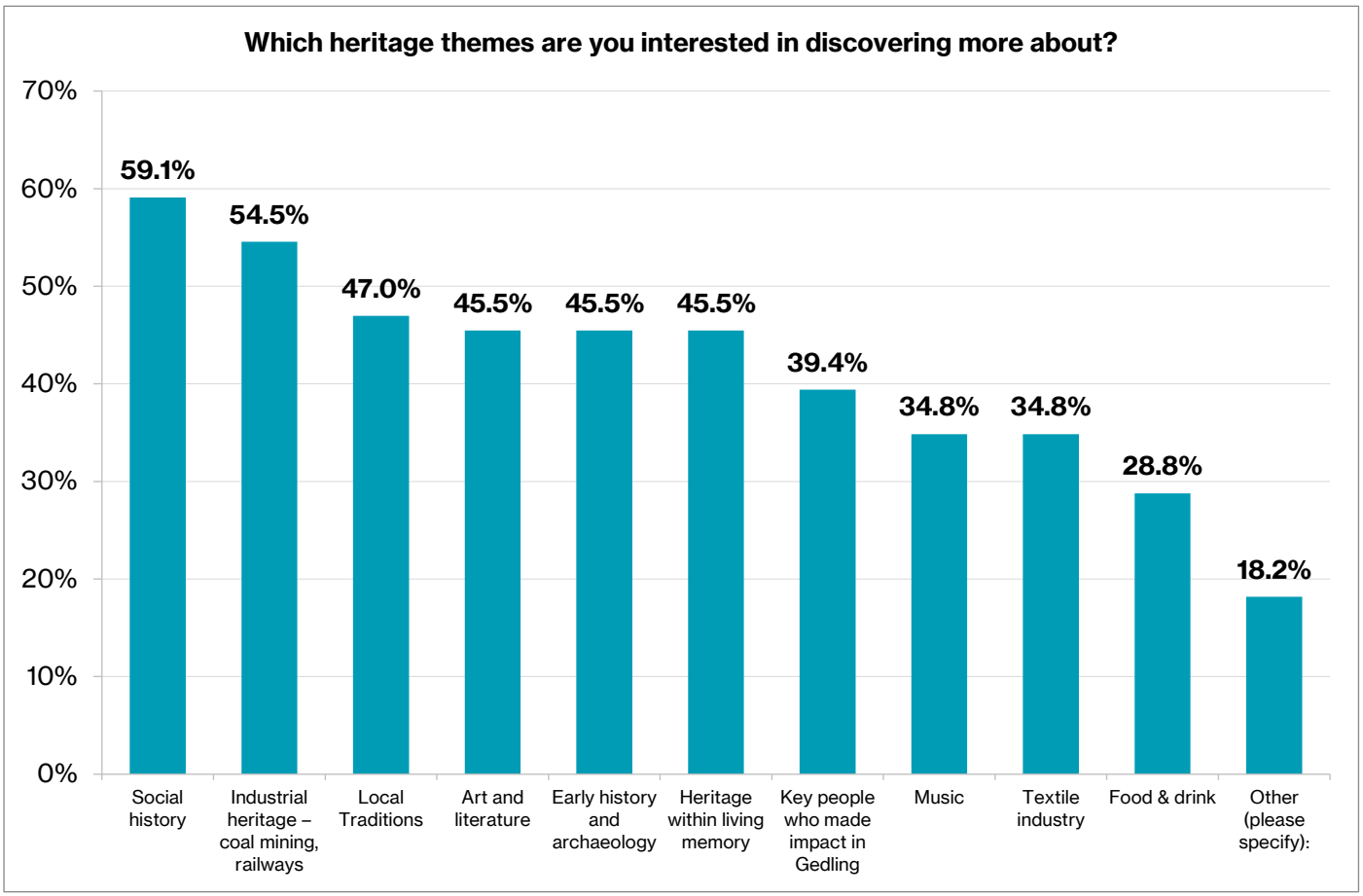
1.4.2 Which heritage themes are you interested in discovering more about?

Heritage Themes

- **Social History (59.1%):** The most popular theme, with a strong interest in the broader social history of the area.
- **Industrial Heritage – Coal Mining, Railways (54.5%):** Significant interest in Gedling's industrial past, particularly coal mining and railways.
- **Local Traditions (47.0%):** Half of the respondents are keen to explore local customs and traditions.
- **Art and Literature, Early History and Archaeology, Heritage within Living Memory (All 45.5%):** Close interest in the arts and early regional history and more recent heritage.

Specific Comments

- *"Rebels. Luddites etc. Labour history? From General Lud to the UDM, the borough has a fascinating working class history."*
- *"Gravestone reading."*
- *"Highlight framework homes and linking up to other areas like Ruddington's lace making, coal etc."*
- *"Crafts (history/heritage) - stained glass, soft furnishings, environmental/green heritage, diverse communities' contributions."*
- *"Industrial heritage - the brickyards. Natural history and heritage."*



1.4.3 How can access to heritage in Gedling be improved?

Suggestions for Improving Access to Heritage

- **Accessibility and Facilities:** Respondents emphasised the need for better physical accessibility, including levelled pathways, more seating, and accessible public toilets. Improved transport links and parking facilities were also highlighted.

Specific Comments

- *"I have health needs myself and would love to access the open spaces more...there are no public toilets or if so, only in one place so you cannot wander a trail, not enough seating for rest breaks."*
- *"Easy transport links not using cars."*
- *"EV charging stations at sites."*
- *"Panels with large fonts, and kept clean. Sites kept litter free."*
- *"Accessible pathways. Recognise the wildlife heritage - badgers, foxes, hedgehogs in urban environments."*
- *"Better advance publicity of events. Costumed volunteers demonstrating/talking about heritage crafts, life in the past."*
- *"Produce some walk leaflets that incorporate heritage assets."*
- *"Make pathways and pavements safe."*
- *"Make precinct safe and welcoming. Restore buildings."*
- *"More family-orientated literature and activities."*
- *"More information on how to access the sites/opening hours/busy & quiet times."*

1.4.4 What are the opportunities to share heritage in Gedling?

Opportunities Identified

- **Community Engagement:** Respondents emphasised the importance of heritage open days and community festivals as means to engage all age groups and showcase local history and talent.
- **Educational Initiatives:** Suggestions included the development of downloadable apps and information boards that offer interactive learning experiences about local heritage.
- **Enhancing Accessibility and Information:** Respondents noted the need for improved physical access to heritage sites, such as level pathways, and better publicity of events to attract a wider audience.

Specific Comments

- *"Heritage open days, we all want to snoop around places such as Gedling House, see archive records, old photos, learn more about the older traditions of the area."*
- *"More could be done to celebrate the heritage of the brickyards."*
- *"Encourage micro influencers, community events, farm market days, and a permanent site or sites for heritage activities."*
- *"Community events and festivals. Downloadable (not just an app) walking routes with heritage interests highlighted."*
- *"Pumping station open days."*
- *"I think festivals are good, but shared community events and partnerships are also important. For example, Arnold U3A runs a local history group who research information about the area, its history and industrial development which could contribute to other activities."*
- *"Social media marketing."*
- *"An app that people can follow as they walk around the area telling them about the history."*
- *"An adventure trail for families that allows children to follow the clues and complete a quiz."*

1.4.5 What is unique about heritage in Gedling?

Unique Heritage Aspects

- **Industrial and Literary Heritage:** Strong ties to the Industrial Revolution and literary figures offer unique educational and cultural exploration opportunities.
- **Natural and Urban Mix:** The area's blend of green spaces with industrial history creates a unique landscape for residents and visitors.
- **Community Initiatives:** Local enthusiasm for more heritage-focused events like open days and community festivals to better engage all age groups and celebrate Gedling's history.

Specific Comments

- *"We have a vast expanse of heritage from brickwork to coal to railways... but we do not seem to use this to its full potential."*
- *"The Trent, Ouse Dyke, The Dumble's, and Railway heritage are what make Gedling special."*
- *"Heritage open days are popular; people are keen to learn more about the older traditions of the area."*
- *"More can be done to celebrate the heritage of the brickyards and protect local wildlife like bat colonies and hedgehogs."*

- *"A permanent site for heritage activities would help raise awareness and appreciation for Gedling's history."*
- *"Link with Tolkien, his aunt lived on a farm in Gedling and some of his ideas for the Hobbit came from his local walks."*

1.5 Additional Comments

1.5.1 Is there anything else you would like to add?

Additional Comments

- **Community Engagement:** Respondents suggested quarterly meetings with the council to discuss local issues and ideas, emphasising community involvement in decision-making.
- **Environmental Concerns:** A focus on keeping areas clean and litter-free was prominent, with calls for lower business rates and tax relief to foster economic growth.
- **Event Accessibility:** There's a need for more events and activities tailored to working adults and couples without children, with better scheduling outside typical working hours.
- **Transportation:** Improved, affordable transport options were highlighted, especially between key areas like Arnold and Gedling.
- **Heritage Promotion:** Many expressed that Gedling's rich heritage, including historical sites and connections to notable figures, is underpromoted and could be leveraged more effectively.

Specific Comments

- *"Heritage open days are needed to showcase places like Gedling House and local history."*
- *"Focus should be on bringing jobs/leisure/events closer to where people live, making towns more vibrant."*
- *"Possibly an update of the Gedling Borough Guide to include more on its heritage."*
- *"With limited resources for the council, engage community even further - are there key focus groups that could be created up to help. Create wider steering committees, tap into the wealth of knowledge that business people have, especially those who have retired and have time to help. This is across a broad spectrum of experience and business types."*
- *"The towns in Gedling are essentially Nottingham suburbs. Focus should be on bringing jobs/leisure/events from the city to where people live."*

1.6 Summary

The comprehensive consultation summary from the Gedling Borough Council's Economic Growth Framework outlines community perspectives on local economic growth, the visitor economy, and heritage strategies. Key insights are split into the three themes and include:

Economic Growth - The local economy benefits from a foundation of independent businesses, abundant green spaces, and strong transport links, supported by an active community. However, significant barriers such as rising rental costs, infrastructure inadequacies, and town centre decline challenge further growth. The community's feedback highlights the need for strategic interventions to mitigate these issues and enhance economic stability.

Visitor Economy - Key attractions like Gedling Country Park and Newstead Abbey are pivotal in drawing visitors. There is a recognised potential to increase visitor numbers through enhanced leisure activities, improved shopping experiences, and expanded market offerings. Developing these aspects could make Gedling a more attractive destination for tourists and locals alike.

Heritage - Residents express a strong interest in accessing more engaging heritage activities. Popular suggestions include organising more open heritage days, developing educational applications, and improving the marketing of the area's rich historical and cultural sites. These initiatives could help deepen the local and visitor engagement with Gedling's heritage.

Community Feedback - Feedback indicates a community eager for more involvement in decision-making, suggesting regular meetings with the council to address local issues. Environmental concerns and the desire for more inclusive event planning also feature prominently, pointing towards a community focused on sustainability and equitable growth.

Theme	Key messages from local, regional and national strategies
Skills	• **EMCCA Strategic Framework** - Match skills with economic needs to increase productivity and wellbeing. • **EMCCA Strategic Framework** - Reduce inequality and promote social mobility to allow people to achieve their potential • **EMCCA's Inclusive Growth Commission** - Workforce readiness and skills development. • **EMCCA Place Prospectus** - Foster a highly skilled workforce through partnerships. • **Nottingham Economic Growth Plan (2024–2030)** - Emphasises skills development aligned with local economic needs. • **Nottinghamshire County Councils Visitor Economy Framework (2022)** - Invest in People - Skills, inclusivity, and employment in tourism. • **Gedling Plan 2023-2027** - Economy: Skills development, business support, and tourism to boost the economy. • **The Nottinghamshire Plan 2021-2031** - Economic Growth through the building of skills, creating jobs, and attracting investment. • **Nottinghamshire Economic Transition Action Plan 2022-2025 -** Equip residents with skills for employment and support vulnerable groups to drive job creation and investment. • **NCC Annual Delivery Plan 2024/25** - Invest in skills to boost job creation and local economies. • **NCC Digital Connectivity Framework 2024** - Boost digital skills to help make Nottinghamshire the most digitally connected county in the UK. • **Miner2Major Landscape Partnership Scheme** - Develop skills through training programmes to preserve traditional crafts.
Business	• **UK Government Growth Mission –** An industrial strategy and trade strategy to bolster growth, driving sectors. • **EMCCA Strategic Framework** - Grow our economy faster, through targeted long-term investment, so that it is resilient enough to withstand future challenges. • **Nottinghamshire Inward Investment Framework (2023)** - Enhance local business environments to attract investment. • **Visitor Economy Framework (2022)** - Supports business growth within the tourism sector through strategic promotions and developments. • **Gedling Plan 2023-2027** - Supports local business growth through town centre revitalisation. • **Ambition Arnold** - Encourages business growth, reduces commercial vacancies, and creates a hub for cultural and economic activity. • **Nottinghamshire Economic Transition Action Plan 2022-2025** - Promotes business resilience while aiming to provide tailored support for growth and resilience.
Employment	• **UK Government Growth Mission –** More people in good jobs. Improved employment prospects, skills and productivity. • **UK Government Growth Mission –** Support for scientific breakthroughs, R&D and the diffusion of technologies. • **EMCCA Strategic Framework** - Support businesses to create more and higher paid sustainable jobs so that our citizens are able to access the jobs they want within the area.

Theme	Key messages from local, regional and national strategies
	• **Nottinghamshire Economic Transition Action Plan (2022-2025)** - Focuses on creating jobs and supporting businesses post-pandemic. • **Gedling Plan 2023-2027** - Supports local business growth, town centre revitalisation, and initiatives to boost local skills and employment opportunities. • **Visitor Economy Framework (2022)** - Invest in People by encouraging employment in the tourism industry.
Net Zero	• **UK Government Growth Mission –** Net zero delivered in a way that supports growth and captures economic opportunities • **EMCCA Strategic Framework** - Create a net-zero economy with a resilient energy supply. • **EMCCA – The Inclusive Growth Commission** - Strategic Investment through the allocation of £4 billion to projects that align with net-zero ambitions. • **Carbon Management Strategy Action Plan (2010-2030)** - Targets net-zero emissions through sustainable practices and innovations. • **NCC Net Zero Framework** - The framework provides a strategic approach for Nottinghamshire to achieve net zero emissions by 2050 and carbon neutrality in council activities by 2030.
Housing and Infrastructure	• **UK Government Growth Mission –** Higher public and private investment, improved infrastructure, transport and planning reform. Regional growth through support for house building • **EMCCA Strategic Framework** - Create modern and robust infrastructure that releases the private sector to deliver new homes and businesses. • **EMCCA Place Prospectus** - Infrastructure: Expand transport networks and enhance digital connectivity. • **East Midlands Visitor Economy** - Development: Expand tourism infrastructure, including hotels and venues. • **Carbon Management Strategy Action Plan - 2010-2030** – Supports sustainable infrastructure through investment in green technology and carbon initiatives. • **Strategic Outcomes Planning Model Strategy** - Infrastructure: Replace outdated facilities with modern, sustainable centres. • **Playing Pitch & Outdoor Sport Strategy** - Supports economic growth through investments in sports infrastructure. • **Visitor Economy Framework (2022)** - Invest in Place with sustainable and accessible tourism infrastructure. • **Visitor Economy Strategy (2019)** - Infrastructure: Increase accommodation and transport options. • **The Nottinghamshire Plan 2021-2031** - Infrastructure: Improve transport and digital connectivity. • **Nottinghamshire Housing Strategy 2024-2029** - Infrastructure: Align housing with transport, energy, and digital connectivity. • **Nottinghamshire Economic Transition Action Plan 2022-2025** - Infrastructure: Invest in transport, housing, and digital connectivity. • **Nottingham Economic Growth Plan 2024-2030** - The plan outlines Nottingham's strategy to achieve sustainable growth through targeted investments in infrastructure. • **NCC Annual Delivery Plan 2024/25** - Investments in sustainable infrastructure with an aim to boost job creation and local economies.

Theme	Key messages from local, regional and national strategies
	• **NCC Inward Investment Framework 2023** - Infrastructure: Enhance transport, digital connectivity, and site readiness. • **NCC Net Zero Framework** - Infrastructure: Develop renewable energy and energy-efficient assets. • **NCC Digital Connectivity Framework 2024** – To ensure that all residents of Nottinghamshire have access to world class digital infrastructure by expanding fibre and mobile networks, including in underserved rural areas.
Green Space	• **EMCCA Strategic Framework** - Support enhanced green spaces to welcome nature back into our communities • **Playing Pitch & Outdoor Sport Strategy** - Enhances and expands green spaces to meet community needs and support sports development. • **Carbon Management Strategy Action Plan - 2010-2030** - Encourages sustainable tourism by integrating green spaces, active travel networks, and environmentally conscious developments into visitor offerings. • **Strategic Outcomes Planning Model Strategy** - Promotes recreational tourism by enhancing green spaces and integrating leisure with heritage. • **Visitor Economy Framework (2022)** - It focuses on leveraging its unique selling points, including green spaces. • **Nottinghamshire Housing Strategy 2024-2029** - Enhances community appeal, aligning housing developments with green spaces and active travel networks to improve residents' quality of life. • **NCC Net Zero Framework** - Promotes sustainable tourism through green spaces, active travel, and eco-friendly visitor experiences.
Transport	• **EMCCA Strategic Framework** - Build new and coherent transport links for better and more sustainable access to our economic hubs such as our cities, market towns and major employers. • **EMCCA Place Prospectus** - Expand transport networks. • **Strategic Outcomes Planning Model Strategy** - Enhances accessibility and integrates sustainable transport solutions. • **Visitor Economy Strategy (2019)** – Increase transport options. • **The Nottinghamshire Plan 2021-2031** - The Nottinghamshire Plan includes nine ambitions one of which is improving transport across the region. • **Nottinghamshire Housing Strategy 2024-2029** – Align housing with transport. • **Nottinghamshire Economic Transition Action Plan 2022-2025** – Invest in transport. • **NCC Net Zero Framework** - Expand EV infrastructure and promote public and active travel. • **Nottingham Economic Growth Plan 2024-2030** - Improve transport connectivity.
Visitor economy	• **EMCCA Place Prospectus** - Celebrate cultural and historical assets to boost the visitor economy. • **East Midlands Visitor Economy** - Create a thriving visitor economy that enhances the East Midlands' profile and economic value through collaboration and strategic planning. • **Visitor Economy Framework (2022)** - Build a resilient, sustainable, and high-profile visitor economy leveraging Nottinghamshire's unique assets and themes. Create a clear identity and raise Nottinghamshire's profile.

Theme	Key messages from local, regional and national strategies
	• **Visitor Economy Strategy (2019)** - Aims to position Nottinghamshire as a top visitor destination with high-quality tourism experiences. • **Nottinghamshire Economic Transition Action Plan 2022-2025** - Attract and retain visitors through enhanced experiences.
Heritage and leisure	• **EMCCA – The Inclusive Growth Commission** - Leverages the region's industrial and innovative heritage as a foundation for inclusive, sustainable development. • **EMCCA Place Prospectus** - Incorporates heritage preservation into development projects, enhancing cultural significance while integrating sustainable practices and community engagement. • **East Midlands Visitor Economy** - Supports cultural and heritage assets, integrating them into the visitor strategy to amplify their local, national, and international appeal. • **Gedling Borough Heritage Strategy (2018)** - Focuses on preserving and promoting local heritage for educational and community benefits. • **Visitor Economy Framework (2022)** – Celebrates rich heritage, including literary figures, medieval sites, and industrial innovation, positioning these assets as core to the visitor experience. • **Visitor Economy Strategy (2019)** - Integrate Nottinghamshire's rich heritage into visitor experiences, such as themed trails and educational programmes, while preserving historic sites. • **The Nottinghamshire Plan 2021-2031** - Promotes Nottinghamshire as a cultural and natural destination while protecting and enhancing heritage sites and using cultural assets to foster community pride and attract visitors. • **Nottinghamshire Housing Strategy 2024-2029** - Supports heritage preservation through integration into community planning, ensuring historical assets remain part of thriving, modern neighbourhoods. • **Nottinghamshire Economic Transition Action Plan 2022-2025** - Integrates heritage preservation with economic development, leveraging cultural assets to create vibrant, sustainable communities. • **Nottingham Economic Growth Plan 2024-2030** - Incorporates heritage sites into regeneration plans, boosting tourism and preserving historical assets for community benefit. • **NCC Annual Delivery Plan 2024/25** - Protects and integrates heritage assets into economic and community development strategies, encouraging cultural engagement. • **NCC Inward Investment Framework 2023** - Integrates heritage and sustainability, enhancing the region's appeal for investors and tourists while preserving its unique cultural and historical assets. • **NCC Net Zero Framework** - Integrates heritage conservation into climate strategies, promoting low-carbon retrofits and using heritage assets to foster environmental education. • **NCC Digital Connectivity Framework 2024** - Utilises technology to preserve heritage, offering digital accessibility. • **Miner2Major Landscape Partnership Scheme** - Celebrates Sherwood's rich heritage, including its ancient woodlands, historic buildings, and the stories of its people, through conservation and education. • **Ambition Arnold** - Community Spaces: Create cultural, leisure, and library facilities. • **Sport and Physical Activity Strategy 2022-25** - Modernising Facilities: Update leisure centres and community hubs.

Theme	Key messages from local, regional and national strategies
	• **Strategic Outcomes Planning Model Strategy** - Develop sustainable sport and leisure facilities to improve health, well-being, and community engagement across Gedling.
Town and village centres	• **Ambition Arnold** - Aims to transform Arnold into a thriving town centre with improved infrastructure and public spaces. • **Gedling Plan 2023-2027** - Promotes tourism through improved vibrant town centres while preserving heritage in town centres.

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Travel Times to key Employment Sites by Active Travel										
	Colwick Industrial Estate		Top Wighay Farm		Gedling Colliery		Teal Close		Hoyle Road/Hillcrest Park	
	Cycling	Walking	Cycling	Walking	Cycling	Walking	Cycling	Walking	Cycling	Walking
Arnold	28 mins	1hr 40 mins	40 mins	2hrs 24 mins	21 mins	1hr 2 mins	30 mins	1hr 38 mins	28 mins	1hr 37 mins
Bestwood St Albans	50 mins	3hrs 4 mins	25 mins	1hr 31 mins	44 mins	2hrs 26 mins	52 mins	3hrs 3 mins	42 mins	2hrs 51 mins
Burton Joyce	15 mins	1hr 4 mins	1hr 13 mins	4hrs 6 mins	16 mins	1hr 5 mins	10 mins	47 mins	40 mins	2hrs 34 mins
Calverton	44 mins	2hrs 45 mins	40 mins	2hrs 42 mins	32 mins	2hrs 6 mins	42 mins	2hrs 38 mins	5 mins	20 mins
Carlton	5 mins	21 mins	1 hr 5 mins	3hrs 45 mins	11 mins	45 mins	7 mins	27 mins	49 mins	2hrs 48 mins
Carlton Hill	8 mins	35 mins	59 mins	3hrs 29 mins	13 mins	50 mins	10 mins	42 mins	43 mins	2hrs 50 mins
Colwick	3 mins	13 mins	1hr 8 mins	4hrs 6 mins	17 mins	1hr 6 mins	7 mins	27 mins	54 mins	3hrs 10 mins
Daybrook	28 mins	1hr 41 mins	39 mins	2hrs 20 mins	22 mins	1hr 6 mins	30 mins	1hr 43 mins	29 mins	1hr 45 mins
Dumbles	28 mins	1hr 35 mins	1hr 4 mins	3hrs 47 mins	14 mins	1hr 1 mins	23 mins	1hr 23 mins	25 mins	1hr 32 mins
Gedling	8 mins	29 mins	1hr 3 mins	3hrs 37 mins	8 mins	33 mins	9 mins	31 mins	46 mins	2hrs 37 mins
Netherfield	4 mins	16 mins	1hr 8 mins	3hrs 57 mins	14 mins	53 mins	4 mins	15 mins	51 mins	2hrs 57 mins
Newstead Village	67 mins	4hrs 26 mins	8 mins	34 mins	56 mins	3hrs 29 mins	69 mins	4hrs 24 mins	39 mins	2hrs 47 mins
Porchester	14 mins	1hr 6 mins	48 mins	2hrs 56 mins	14 mins	47 mins	16 mins	1hr 12 mins	34 mins	2hrs 14 mins
Ravenshead	62 mins	4hrs 12 mins	28 mins	2hrs 11 mins	52 mins	3hrs 33 mins	75 mins	4hrs 10 mins	26 mins	2hrs
Redhill	32 mins	1hr 58 mins	41 mins	2hrs 23 mins	24 mins	1hr 18 mins	33 mins	1hr 55 mins	23 mins	1hr 35 mins
Woodthorpe	23 mins	1hr 27 mins	43 mins	2hrs 34 mins	16 mins	57 mins	25 mins	1hr 30 mins	33 mins	1hr 50 mins

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Travel Times to key Employment Sites by Active Travel										
	Colwick Industrial Estate		Top Wighay Farm		Gedling Colliery		Teal Close		Hoyle Road/Hillcrest Park	
	Cycling	Walking	Cycling	Walking	Cycling	Walking	Cycling	Walking	Cycling	Walking
Arnold	28 mins	1hr 40 mins	40 mins	2hrs 24 mins	21 mins	1hr 2 mins	30 mins	1hr 38 mins	28 mins	1hr 37 mins
Bestwood St Albans	50 mins	3hrs 4 mins	25 mins	1hr 31 mins	44 mins	2hrs 26 mins	52 mins	3hrs 3 mins	42 mins	2hrs 51 mins
Burton Joyce	15 mins	1hr 4 mins	1hr 13 mins	4hrs 6 mins	16 mins	1hr 5 mins	10 mins	47 mins	40 mins	2hrs 34 mins
Calverton	44 mins	2hrs 45 mins	40 mins	2hrs 42 mins	32 mins	2hrs 6 mins	42 mins	2hrs 38 mins	5 mins	20 mins
Carlton	5 mins	21 mins	1 hr 5 mins	3hrs 45 mins	11 mins	45 mins	7 mins	27 mins	49 mins	2hrs 48 mins
Carlton Hill	8 mins	35 mins	59 mins	3hrs 29 mins	13 mins	50 mins	10 mins	42 mins	43 mins	2hrs 50 mins
Colwick	3 mins	13 mins	1hr 8 mins	4hrs 6 mins	17 mins	1hr 6 mins	7 mins	27 mins	54 mins	3hrs 10 mins
Daybrook	28 mins	1hr 41 mins	39 mins	2hrs 20 mins	22 mins	1hr 6 mins	30 mins	1hr 43 mins	29 mins	1hr 45 mins
Dumbles	28 mins	1hr 35 mins	1hr 4 mins	3hrs 47 mins	14 mins	1hr 1 mins	23 mins	1hr 23 mins	25 mins	1hr 32 mins
Gedling	8 mins	29 mins	1hr 3 mins	3hrs 37 mins	8 mins	33 mins	9 mins	31 mins	46 mins	2hrs 37 mins
Netherfield	4 mins	16 mins	1hr 8 mins	3hrs 57 mins	14 mins	53 mins	4 mins	15 mins	51 mins	2hrs 57 mins
Newstead Village	67 mins	4hrs 26 mins	8 mins	34 mins	56 mins	3hrs 29 mins	69 mins	4hrs 24 mins	39 mins	2hrs 47 mins
Porchester	14 mins	1hr 6 mins	48 mins	2hrs 56 mins	14 mins	47 mins	16 mins	1hr 12 mins	34 mins	2hrs 14 mins
Ravenshead	62 mins	4hrs 12 mins	28 mins	2hrs 11 mins	52 mins	3hrs 33 mins	75 mins	4hrs 10 mins	26 mins	2hrs
Redhill	32 mins	1hr 58 mins	41 mins	2hrs 23 mins	24 mins	1hr 18 mins	33 mins	1hr 55 mins	23 mins	1hr 35 mins
Woodthorpe	23 mins	1hr 27 mins	43 mins	2hrs 34 mins	16 mins	57 mins	25 mins	1hr 30 mins	33 mins	1hr 50 mins

Page 223

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Travel Times to key Existing Employment Sites by Active Travel

	Hazelford Way		Former Calverton Colliery		Dorket Head Brickworks		Bewcastle Road		Catton Road		Salop Street		Brookfield Road		Rolleston Drive		Sherbrook Road		Portand Street/Former Home Brewery		Station Road Carlton		Victoria Business Park	
	Cycling	Walking	Cycling	Walking	Cycling	Walking	Cycling	Walking	Cycling	Walking	Cycling	Walking	Cycling	Walking	Cycling	Walking	Cycling	Walking	Cycling	Walking	Cycling	Walking	Cycling	Walking
Arnold	47 mins	2hrs 57 mins	25 mins	1hr 35 mins	17 mins	49 mins	13 mins	40 mins	7 mins	19 mins	3 mins	9 mins	4 mins	15 mins	5 mins	19 mins	5 mins	15 mins	2 mins	7 mins	24 mins	1hr 22 mins	31 mins	1hr 38 mins
Bestwood St Albans	29 mins	2hrs 1 min	38 mins	2hrs 36 mins	38 mins	2hrs 6 mins	16 mins	56 mins	28 mins	1hr 41 mins	22 mins	1hr 19 mins	28 mins	1hr 38 mins	29 mins	1hr 42 mins	23 mins	1hr 24 mins	23 mins	1hr 25 mins	46 mins	2hrs 47 mins	52 mins	3hrs 3 mins
Burton Joyce	1hr 17 mins	4hrs 38 mins	43 mins	2hrs 42 mins	36 mins	2hrs 6 mins	44 mins	2hrs 22 mins	29 mins	1hr 36 mins	34 mins	1hr 55 mins	28 mins	1hr 32 mins	27 mins	1hr 30 mins	34 mins	1hr 58 mins	32 mins	1hr 52 mins	13 mins	52 mins	11 mins	51 mins
Calverton	43 mins	2hrs 46 mins	6 mins	24 mins	17 mins	53 mins	34 mins	1hr 50 mins	23 mins	1hr 13 mins	25 mins	1hr 26 mins	24 mins	1hr 22 mins	25 mins	1hr 23 mins	28 mins	1hr 34 mins	25 mins	1hr 26 mins	40 mins	2hrs 29 mins	44 mins	2hrs 42 mins
Carlton	1hr 10 mins	4hrs 18 mins	49 mins	2hrs 45 mins	38 mins	2hrs	37 mins	2hrs	31 mins	1hr 30 mins	28 mins	1hr 30 mins	27 mins	1hr 22 mins	28 mins	1hr 21 mins	27 mins	1hr 26 mins	26 mins	1hr 22 mins	1 min	3 mins	6 mins	23 mins
Carlton Hill	1hr 7 mins	4hrs 2 mins	43 mins	2hrs 47 mins	32 mins	2hrs 1 min	31 mins	1hr 49 mins	25 mins	1hr 32 mins	21 mins	1hr 19 mins	23 mins	1hr 22 mins	23 mins	1hr 21 mins	21 mins	1hr 15 mins	20 mins	1hr 14 mins	4 mins	18 mins	9 mins	39 mins
Colwick	1hr 17 mins	4hrs 39 mins	54 mins	3hrs 8 mins	44 mins	2hrs 21 mins	43 mins	2hrs 25 mins	36 mins	1hr 52 mins	34 mins	1hr 55 mins	34 mins	1hr 43 mins	33 mins	1hr 42 mins	33 mins	1hr 52 mins	33 mins	1hr 47 mins	6 mins	24 mins	6 mins	23 mins
Daybrook	46 mins	2hrs 53 mins	29 mins	1hr 37 mins	19 mins	57 mins	12 mins	36 mins	9 mins	27 mins	1 min	6 mins	6 mins	23 mins	7 mins	27 mins	2 mins	9 mins	1 mins	2 mins	23 mins	1hr 22 mins	28 mins	1hr 44 mins
Dumbles	1hr 17 mins	4hrs 5 mins	27 mins	1hr 40 mins	24 mins	1hr 27 mins	37 mins	2hrs 2 mins	21 mins	1hr 14 mins	26 mins	1hr 36 mins	21 mins	1hr 14 mins	20 mins	1hr 11 mins	28 mins	1hr 41 mins	26 mins	1hr 34 mins	25 mins	1hr 18 mins	24 mins	1hr 27 mins
Gedling	1hr 12 mins	4hrs 12 mins	46 mins	2hrs 34 mins	34 mins	1hr 49 mins	35 mins	1hr 53 mins	28 mins	1hr 18 mins	26 mins	1hr 24 mins	26 mins	1hr 10 mins	26 mins	1hr 10 mins	25 mins	1hr 23 mins	24 mins	1hr 18 mins	4 mins	13 mins	8 mins	30 mins
Netherfield	1hr 14 mins	4hrs 30 mins	51 mins	2hrs 54 mins	40 mins	2hrs 9 mins	40 mins	2hrs 12 mins	34 mins	1hr 38 mins	31 mins	1hr 42 mins	30 mins	1hr 30 mins	30 mins	1hr 29 mins	30 mins	1hr 39 mins	30 mins	1hr 35 mins	3 mins	12 mins	4 mins	11 mins
Newstead Village	2 mins	8 mins	35 mins	2hrs 31 mins	41 mins	2hrs 48 mins	34 mins	2hrs 20 mins	47 mins	2hrs 59 mins	39 mins	2hrs 40 mins	45 mins	3hrs	46 mins	3hrs 3 mins	41 mins	2hrs 44 mins	41 mins	2hr 46 mins	1hr 2 mins	4hrs 7 mins	1hr 8 mins	4hrs 24 mins
Porchester	1 hr	3hrs 29 mins	34 mins	2hrs 12 mins	24 mins	1hr 26 mins	23 mins	1hr 15 mins	17 mins	56 mins	15 mins	45 mins	14 mins	49 mins	13 mins	48 mins	13 mins	42 mins	14 mins	40 mins	10 mins	48 mins	15 mins	1hr 8 mins
Ravenshead	26 mins	1hr 45 mins	29 mins	2hrs 1 min	34 mins	2hrs 20 mins	40 mins	2hrs 44 mins	52 mins	2hrs 40 mins	38 mins	2hrs 36 mins	44 mins	2hrs 44 mins	53 mins	2hrs 47 mins	47 mins	2hrs 47 mins	48 mins	2hrs 42 mins	1hr	3hrs 56 mins	1hr 3 mins	4hrs 10 mins
Redhill	45 mins	2hrs 49 mins	20 mins	1hr 21 mins	16 mins	47 mins	12 mins	40 mins	8 mins	28 mins	4 mins	17 mins	8 mins	30 mins	9 mins	33 mins	7 mins	27 mins	5 mins	22 mins	28 mins	1hr 41 mins	34 mins	1hr 55 mins
Woodthorpe	52 mins	3hrs 7 mins	32 mins	1hr 48 mins	21 mins	1hr 2 mins	15 mins	50 mins	11 mins	32 mins	7 mins	20 mins	7 mins	25 mins	7 mins	24 mins	5 mins	17 mins	5 mins	15 mins	19 mins	1hr 9 mins	24 mins	1hr 28 mins

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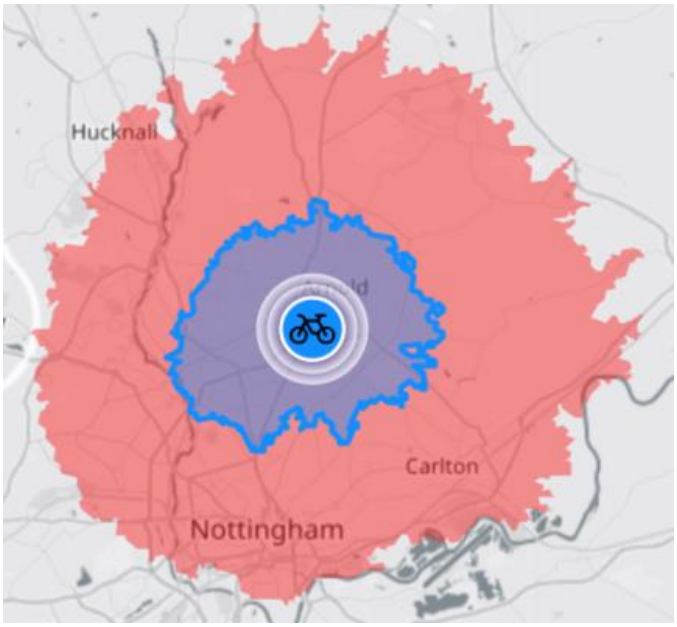
Postcode used = NG5 6LU



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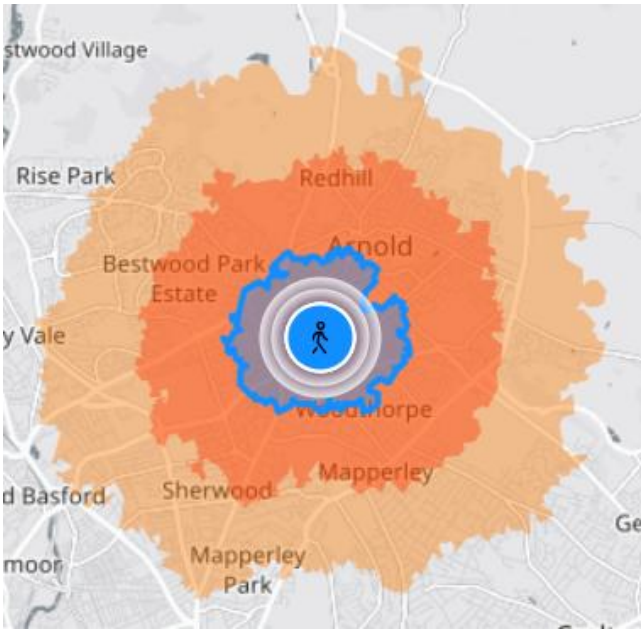

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Travel Times to Further Education				
	West Vision Notts		Nottingham College (City Hub)	
	Car	Public Transport	Car	Public Transport
Arnold	19 mins	22 mins	17 mins	41 mins
Bestwood St Albans	20 mins	65 mins	25 mins	58 mins
Calverton	18 mins	46 mins	23 mins	52 mins
Carlton	28 mins	54 mins	13 mins	35 mins
Carlton Hill	29 mins	57 mins	10 mins	32 mins
Colwick	30 mins	61 mins	8 mins	33 mins
Daybrook	18 mins	23 mins	15 mins	32 mins
Dumbles	24 mins	66 mins	21 mins	48 mins
Gedling	26 mins	59 mins	15 mins	41 mins
Netherfield	29 mins	62 mins	11 mins	13 mins
Newstead Abbey	11 mins	40 mins	33 mins	81 mins
Porchester	25 mins	51 mins	10 mins	42 mins
Ravenshead	6 mins	9 mins	31 mins	48 mins
Redhill	16 mins	24 mins	18 mins	40 mins
Woodthorpe	20 mins	32 mins	14 mins	32 mins
Source: Google Maps Note: Public Transport consists of either bus or train or a combination of both to arrive at destination.				

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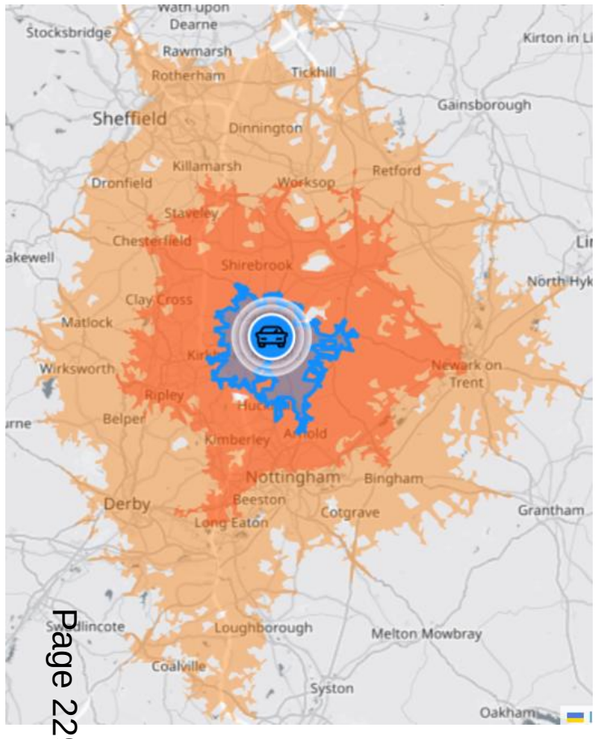

Car Travel Time from Vision West Notts

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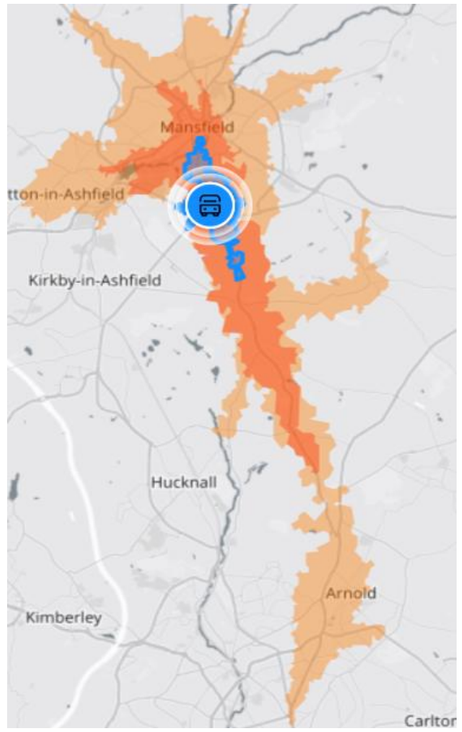
Red = 30 mins
Orange = 45 mins



Public Transport Travel Time from Vision West Notts

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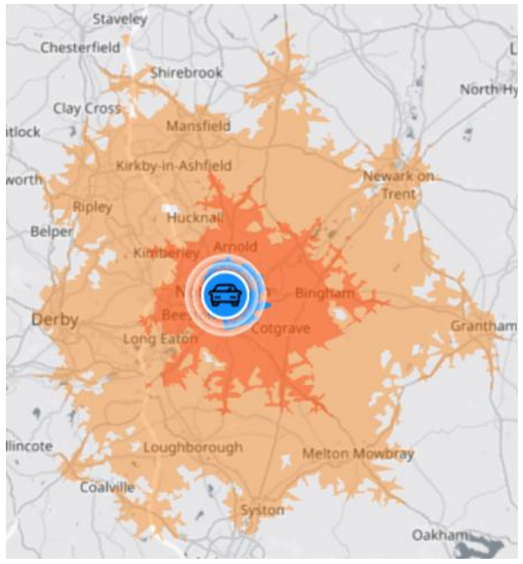
Red = 30 mins
Orange = 45 mins



Car Travel Time from Nottingham College (City Hub)

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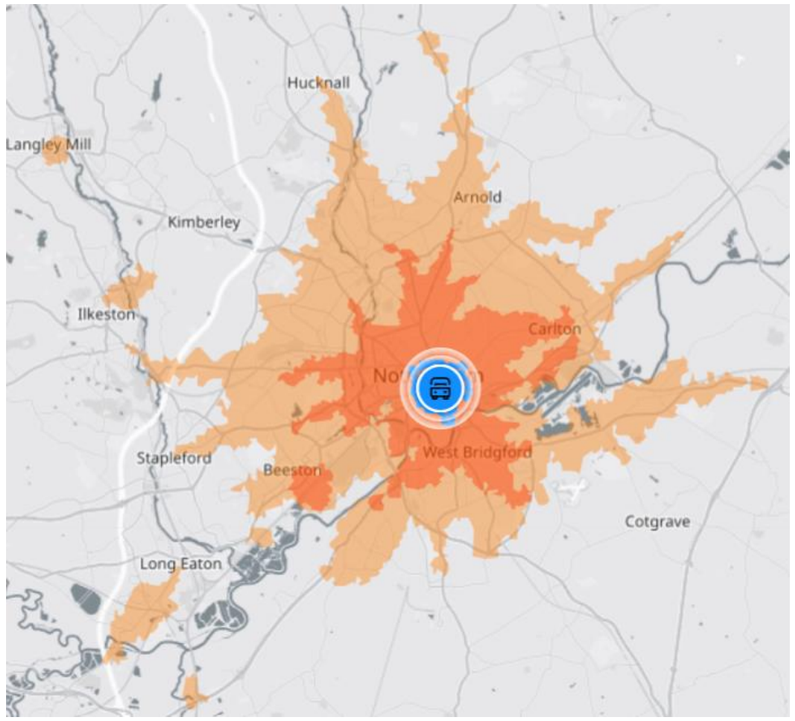

Public Transport Travel Time from Nottingham College (City Hub)

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Equality Impact Assessment: GEDLING ECONOMIC GROWTH FRAMEWORK - June 2026

GEDLING ECONOMIC GROWTH FRAMEWORK - June 2026					
The main objective of	The Economic Growth Framework and Plan for Gedling 2026-2030 sets out an ambitious strategy to accelerate Gedling's local economy, through collaboration with private, public and third sector partners. It outlines a shared vision for economic growth, informed through extensive consultation, analysis of the local economy and strategic goals of Gedling Borough Council and stakeholders, and identifies actions required to achieve it.				
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 Gedling EGF promotes inclusive growth by: • Improving access to employment and skills. • Supporting disadvantaged communities. • Addressing inequalities across different areas of the Borough.
	Internal			Yes	
Gender Reassignment	External			Yes	The Council will continue to ensure there is inclusivity and comprehensive opportunities to engage in the development of any projects that fall within the proposals set out in the EGF and will not differentiate between persons who share a relevant Protected characteristic. .

	Internal			Yes	
Age	External			Yes	The Council will continue to ensure that the voices of different groups (including young people and seniors) are included in the development of the EGF.
	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 EGF and will not differentiate between persons who share a relevant Protected characteristic.
	Internal			Yes	
Disability					
	External				The Council will continue to ensure there is inclusivity and comprehensive opportunities to engage in the development of any projects that fall within the proposals set out in the EGF and will not differentiate between persons who share a relevant Protected characteristic.
	Internal			Yes	
Race & Ethnicity	External			Yes	The Council will continue to ensure there is inclusivity and comprehensive opportunities to engage in the development of any projects that fall within the proposals set out in the EGF and will not differentiate between persons who share a relevant Protected characteristic.
	Internal			Yes	

Sexual Orientation	External			Yes	The Council will continue to ensure there is inclusivity and comprehensive opportunities to engage in the development of any projects that fall within the proposals set out in the EGF and will not differentiate between persons who share a relevant Protected characteristic.
	Internal			Yes	
Religion or Belief (or no Belief)	External			Yes	The Council will continue to ensure there is inclusivity and comprehensive opportunities to engage in the development of any projects that fall within the proposals set out in the EGF and will not differentiate between persons who share a relevant Protected characteristic.
	Internal			Yes	
Pregnancy & Maternity	External			Yes	The Council will continue to ensure there is inclusivity and comprehensive opportunities to engage in the development of any projects that fall within the proposals set out in the EGF 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 will continue to ensure there is inclusivity and comprehensive opportunities to engage in the development of any projects that fall within the proposals set out in the EGF 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

Authorisation and Review

Completing Officer	Nathan Wall
Authorising Service Manager	Nathan Wall
Date	20 06 2026
Review date (if applicable)	

Gedling Borough Council

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Report to Cabinet

Subject: **Gedling Visitor Economy Destination Management Plan 2026–2030**

Date: **Thursday 16 July 2026**

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

Wards Affected
All Wards

Purpose
To seek approval of the Gedling Visitor Economy Destination Management Plan (2026–2030), which sets out a coordinated approach to developing and promoting the Borough's visitor economy.

The Plan outlines a shared vision to enhance Gedling's visitor offer, increase visitor numbers and spend, and strengthen the contribution of tourism, leisure and heritage to the Borough's wider economic growth objectives.

Key Decision
This is a Key Decision as it is likely to have an impact on residents and communities working in more than two wards.

Recommendation(s)

THAT CABINET:

1. **Approves the Gedling Visitor Economy Destination Management Plan (2026–2030) at Appendix E**

2. **Notes the findings within the appendices which have been considered as part of the development of the Gedling Visitor Economy Destination Management Plan (2026–2030).**

3. **Endorses the delivery of the Plan through continued partnership working with local, regional and national stakeholders.**

4. **Delegates authority to the Director of Place in consultation with the Deputy Leader and Portfolio Holder for Sustainable Growth and Economy to make future updates to the Visitor Economy Destination Management Plan (2026–2030.**

1. Background

1.1 In November 2024, Gedling Borough Council commissioned Focus Consultants to support the development of a Visitor Economy Destination Management Plan (VEDMP) that would establish a clear and coordinated approach to developing and promoting the Borough's visitor economy.

1.2 The Plan has been developed alongside the Gedling Economic Growth Framework and forms part of a wider programme of work aimed at strengthening Gedling's position within the East Midlands Combined County Authority (EMCCA) area and maximising opportunities for economic growth, investment and regional collaboration.

1.3 The VEDMP sets out a shared statement of intent to manage Gedling as a visitor destination, coordinating activity across stakeholders to improve the visitor experience, develop the local offer and increase the economic contribution of the sector.

1.4 The VEDMP identifies that the Borough's visitor economy already makes a significant contribution, with approximately:

- 3.12 million visitors annually
- £185.68 million in economic impact
- 1,781 full-time equivalent jobs supported

These figures highlight the importance of the visitor economy as a key contributor to the Borough's wider economic growth and employment base.

1.5 However, the Borough's visitor economy is currently dominated by day visitors, with limited overnight stays, highlighting the need to strengthen the overall visitor offer, improve dwell time and increase visitor spend.

1.6 A comprehensive range of activity has informed the development of the VEDMP, including:

- Analysis of the strategic priorities of Gedling Borough Council and key stakeholders at local, regional and national levels
- Economic and tourism data analysis, including STEAM (tourism) data
- A Visitor Economy Audit reviewing market trends, visitor assets and infrastructure
- One-to-one consultation with stakeholders and partner organisations
- Engagement sessions with stakeholder groups
- Public consultation and survey activity
- A prioritisation workshop with Council representatives

This evidence-led approach has ensured that the VEDMP reflects both local needs and wider strategic priorities.

1.7 The VEDMP has also been developed through a structured process that included:

- Understanding the Borough's current visitor economy and market context
- Identifying key assets, opportunities and challenges
- Defining priority themes and target markets
- Developing a clear action plan with short, medium and long-term priorities

1.8 The work within the VEDMP has been commissioned to complement and align with related strategies, including the Economic Growth Framework, creating a clear 'golden thread' between activity and ensuring a coordinated and consistent approach to delivering economic growth across the Borough.

1.9 Eight core themes underpin the VEDMP, which together provide a comprehensive approach to developing the visitor economy across the Borough:

- Data and Intelligence
- Place Marketing
- Visitor Product
- Heritage
- Green and Open Spaces
- Leisure and Culture
- Town Centres
- Skills

These are supported by cross-cutting principles of accessibility, inclusivity, partnership working and collaboration.

1.10 The preparation of the VEDMP has identified a number of key opportunities to support the growth of Gedling's visitor economy, including:

- Strengthening place marketing and the Borough's destination identity
- Enhancing heritage and cultural assets
- Improving visitor infrastructure and connectivity
- Developing a more sustainable and accessible visitor offer
- Increasing visitor dwell time and overall spend

1.11 The VEDMP also identifies a number of key challenges, including:

- Lack of a strong destination identity
- Underdeveloped and fragmented visitor offer
- Limited visitor amenities, including accommodation
- Poor connectivity between key assets
- Changing role of town centres
- Support business growth and enterprise

1.12 As a result of these findings, a number of priority interventions have been identified to support the Council in developing the visitor economy, including:

- Development of a Gedling Place Marketing Strategy
- Creation of visitor itineraries and improved wayfinding
- Investment in heritage assets and cultural infrastructure
- Enhancements to green spaces and active travel routes
- Regeneration and diversification of town and local centres
- Strengthening skills and workforce development in the visitor economy

1.13 The VEDMP does not set out an exhaustive list of projects; instead, it establishes a flexible structure through which a range of activities and initiatives can be developed and delivered over time. This approach ensures the VEDMP remains adaptable to changing priorities, funding opportunities and external conditions, whilst enabling longer-term ambitions to be progressed as opportunities arise.

1.14 The implementation of Local Government Reorganisation (LGR) during the lifetime of the VEDMP will create both opportunities and challenges for the delivery of visitor economy priorities. While future governance arrangements may alter the structures through which economic development, tourism and place marketing activities are delivered, the VEDMP provides a clear strategic framework that can support continuity of vision and investment throughout the transition period. The VEDMP will help ensure that Gedling's visitor economy assets, heritage offer and growth opportunities are recognised within any future unitary authority arrangements, whilst also positioning the Borough to benefit from increased strategic coordination, economies of scale and strengthened destination management activity across a wider geography. The flexible nature of the VEDMP will enable priorities and delivery mechanisms to be adapted as new governance arrangements emerge, ensuring continued alignment with regional and sub-regional economic growth objectives.

3 Proposals

3.1 It is proposed that Cabinet approves the Gedling Visitor Economy Destination Management Plan (2026–2030).

3.2 Notes the findings within the other appendices which have been considered as part of the Gedling Visitor Economy Destination Management Plan (2026–2030).

3.3 Endorses the delivery of the Plan through continued partnership working with local, regional and national stakeholders.

3.4 Delegates authority to the Director of Place in consultation with the Deputy Leader and Portfolio Holder for Sustainable Growth and Economy to make

further updates to the Gedling Visitor Economy Destination Management Plan (2026–2030).

4 Alternative Options

4.1 Not to approve the VEDMP.
This option is not recommended, as it would:

- Limit the Council's ability to coordinate visitor economy activity
- Reduce opportunities to secure external funding
- Result in fragmented delivery of initiatives
- Weaken alignment with regional and national priorities

5 Financial Implications

5.1 The development of the VEDMP has been undertaken utilising UKSPF funding and officer time. The VEDMP does not commit the Council to specific expenditure.

5.2 Delivery will be supported through a range of funding sources, including:

- Existing Council resources
- External funding opportunities
- Partnership and private sector investment

6 Legal Implications

6.2 There are no direct legal implications arising from approval of the VEDMP.

6.3 All delivery activity will be undertaken in accordance with the Council's financial regulations and procurement processes.

7 Equalities Implications

7.1 The VEDMP promotes accessibility and inclusivity by:

- Improving access to visitor attractions and facilities
- Supporting a diverse range of users and communities
- Encouraging inclusive growth within the visitor economy

8 Carbon Reduction/Sustainability Implications

8.1 The VEDMP supports the Council's climate commitments through:

- Promotion of sustainable and eco-tourism
- Investment in green infrastructure
- Encouraging active and sustainable travel
- Supporting low-carbon development

9 Appendices

9.1 Appendix A - Visitor Economy Audit

9.2 Appendix B - Visitor Economy Consultation Main Findings

9.3 Appendix C - Consultation Survey Analysis

9.4 Appendix D - Visitor Economy Strategic Alignment

9.5 Appendix E - Gedling Visitor Economy Destination Management Plan - June 26

9.6 Appendix F - Appendix 9 - VEDMP EIA

10 Background Papers

10.1 None identified.

11 Reasons for Recommendations

11.1 Approval of the VEDMP will provide a clear and coordinated framework for developing Gedling's visitor economy.

11.2 It will enable the Council to align priorities and investment, strengthen partnership working, maximise opportunities for external funding, and increase the economic contribution of the visitor economy.

11.3 Failure to approve the VEDMP would limit the Council's ability to effectively plan and deliver visitor economy activity and realise the Borough's full growth potential.

Statutory Officer Approval

Approved by:

Date:

Deputy Chief Financial Officer

Approved by:

Date:

Monitoring Officer

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GEDLING VISITOR ECONOMY DESTINATION MANAGEMENT PLAN

June 2026

Gedling Borough Council

Haley Sharpe

Nottingham News Centre
nottinghamnewscentre.com

Focus Consultants 2010 LLP, Focus House, Millennium Way West, Phoenix Business Park, Nottingham NG8 6AS T. 0115 976 5050

Contact Information

Client:	Gedling Borough Council Civic Centre Arnot Hill Park Arnold Nottingham NG5 6LU
Client Lead:	Nathan Wall, Assistant Director for Economic Growth & Regeneration
Tel:	07815675988
Email:	nathan.wall@gedling.gov.uk
Prepared By:	Focus Consultants 2010 LLP Focus House Millennium Way West Phoenix Business Park Nottingham NG8 6AS
Project:	Gedling Visitor Economy Destination Management Plan
Document Title:	Gedling Visitor Economy Destination Management Plan
Date:	June 2026
Focus Contact Details:	Heather Frecklington, Partner Heather.frecklington@focus-consultants.com
Signature:	H. L. Frecklington

Document Control Sheet

Rev	Status	Prepared By	Reviewed By	Issue Date
-	First Issue	GJ	HF	07.03.2025
-	Second Issue	GJ	HF	21.03.2025
-	Third Issue	GJ	HF	22.06.2026

Contents Page

		Page
1.0	Introduction	3
2.0	Vision	6
3.0	Current Situation	7
4.0	Key Assets and Products	9
5.0	Opportunities	13
6.0	Challenges	15
7.0	Target Markets	17
8.0	Themes	19
9.0	The Plan – Themes and Actions	21

Appendices

Appendix A - Gedling Visitor Economy Audit
Appendix B - Consultation Main Findings
Appendix C - Consultation Survey Analysis
Appendix D - Strategic Alignment

Newstead Abbey

1.0 Introduction

1.1 What is a Destination Management Plan?

As defined by Visit England, destination management is a process of leading, influencing and coordinating the management of all the aspects of a destination that contribute to a visitor's experience, taking account of the needs of visitors, local residents, businesses and the environment.

A Destination Management Plan (DMP) is a shared statement of intent to manage a destination over a stated period of time, articulating the roles of the different stakeholders and identifying clear actions that they will take and where appropriate the apportionment of resources.

The plan will help to guide Gedling Borough Council in collaboration with its key stakeholders to develop interventions and actions that can attract promote place and products, develop the visitor offer, and realise the latent value of the sector to the wider economy.

The Destination Management Plan has been developed within the context of emerging discussions around Local Government Reorganisation (LGR) which represents the most significant structural change to local government in more than 50 years. Future reorganisation will clearly impact on the delivery of activities set out in this Plan, but it also provides a basis to help inform any visitor economy strategies of a new unitary council encompassing the current borough of Gedling.

1.2 Background

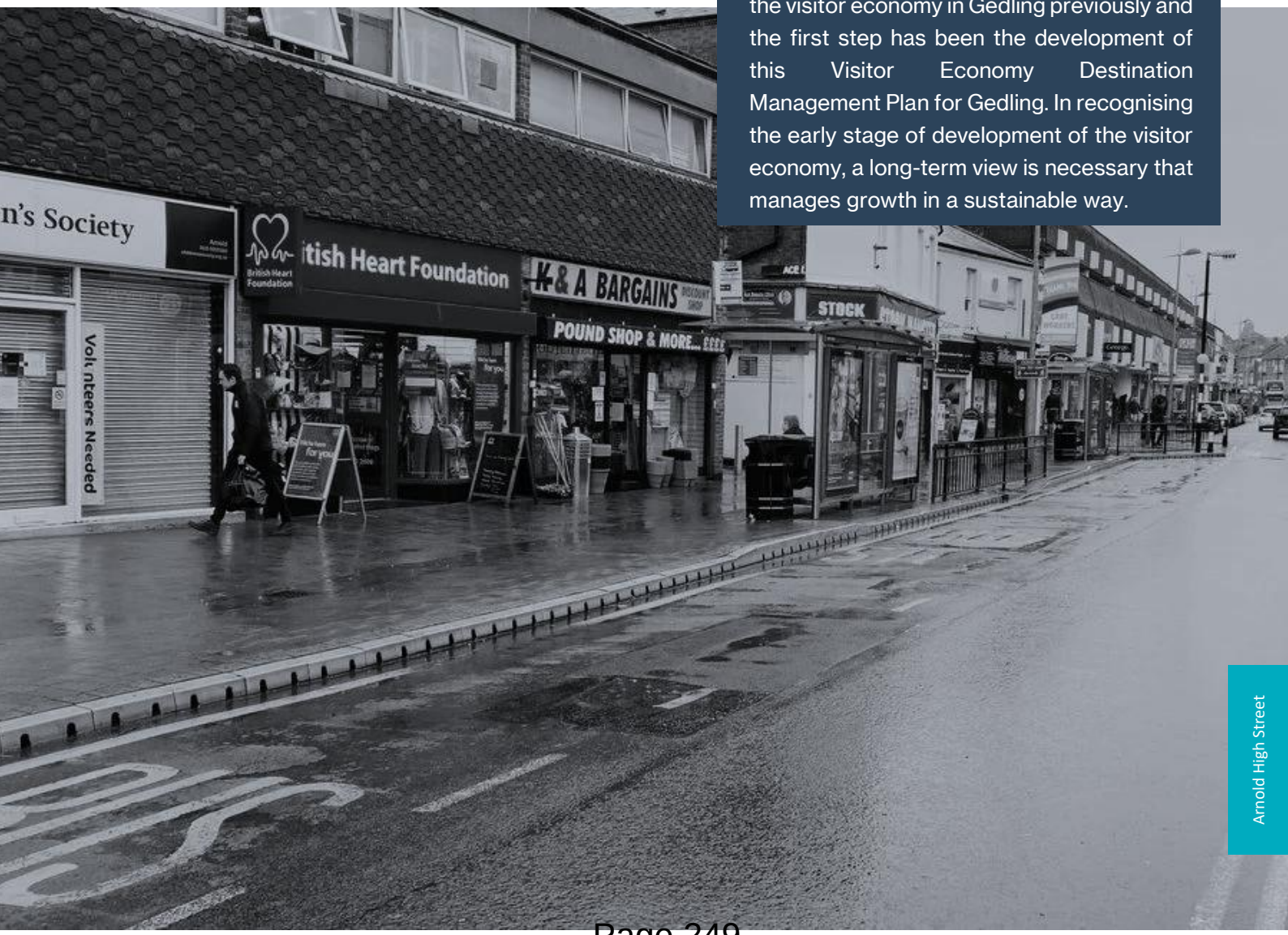
This Visitor Economy Destination Management Plan outlines the ambitions and targets for Gedling's visitor economy over for 2026-2030.

The Plan sets out a number of actions that could maximise the benefits of the visitor economy to support growth across the Borough. These aim to drive economic growth, enhance cultural vibrancy, and improve sustainability in Gedling's visitor economy. The DMP has been produced alongside a new Economic Growth Framework for 2026-2030 and should be viewed collectively. These documents collectively demonstrate a strong ambition and opportunity to grow Gedling's visitor economy and ensure that a cohesive overarching ambition for Gedling Borough is created.

This Visitor Economy Destination Management Plan provides an overarching narrative to promote Gedling to visitors, whilst coordinating efforts to address challenges around the lack of identity, product awareness and hospitality network.

It outlines a shared statement of intent to improve Gedling's appeal to visitors, informed through extensive consultation, an analysis of the local visitor economy, and the strategic priorities identified by Gedling Borough Council and other key stakeholders. The Destination Management Plan further identifies the required actions and players to achieve these ambitions and targets.

It is recognised that there has been little coordinated promotion or development of the visitor economy in Gedling previously and the first step has been the development of this Visitor Economy Destination Management Plan for Gedling. In recognising the early stage of development of the visitor economy, a long-term view is necessary that manages growth in a sustainable way.



Arnold High Street

Papplewick Pumping Station

1.3 Approach

A range of activity has informed the development of the Economic Growth Framework including:

- Analysis of the strategic goals of Gedling Borough Council and stakeholders at a local, regional and national level.
- Analysis of STEAM data quantifying the local impact of tourism on Gedling.
- Visitor Economy Audit featuring a review of market trends, visitor data, key visitor assets and tourism infrastructure, found in Appendix A.
- One-to-one consultation sessions with over 50 individual Council or stakeholder representatives.
- Group consultation sessions with over 10 different stakeholder groups. A summary of the main consultation findings is in Appendix B.
- Online public consultation, completed by 71 people, a summary of which can be found in Appendix C.
- Online survey with tourism and hospitality businesses, completed by 6 organisations.
- Prioritisation workshop with representatives of Gedling Borough Council.
- Review of relevant strategies and policies and they key messages which can be found in Appendix D.

This activity has informed the establishment of a Destination Management Plan that sets out the main themes, challenges, assets, product and markets for Gedling's visitor economy.

The plan also acknowledges and integrates the regeneration strategies already underway:

- Ambition Arnold: a vision and plan for Arnold town centre that prioritises accessibility, inclusion, and community pride, aligning with the council's vision for a vibrant town centre.
- Greater Carlton Pride in Place (PiP): a £20m endowment style fund to use on community projects to regenerate the area over a 10-year period.

2.0 Vision

2.1 Vision

The Visitor Economy Destination Management Plan centres around the following overarching vision:

> *Through enhanced place marketing, cultural investment, and improved connectivity, Gedling will transition from a place people pass through to a place they choose to explore, stay, and enjoy. By leveraging its hidden heritage, revitalising leisure and tourism infrastructure, and by taking advantage of its rich natural assets, Gedling will become a sustainable visitor destination and a key part of Nottinghamshire's visitor offer.*

Underpinning the vision is the recognition that coordination with neighbouring areas and assets – plus participation in regional initiatives - will be critical to achieving this. Collaboration on cross-border initiatives will strengthen the region as a whole and in turn the borough of Gedling.

3.0 Current Situation

3.1 Market Trends

3.1.1 How the Market is Changing

Hospitality and tourism play a key role in the everyday economy in Nottinghamshire, supporting thousands of jobs and operating at the heart of communities across the nation. Based on the latest 2023 STEAM tourism data measuring trends and impact of visitor economy in the region, Nottingham and Nottinghamshire have witnessed a significant increase, underlining the importance of tourism in driving local economic growth and job creation.

A third of UK cities are considered domestic visitor 'destinations' - which pull overnight visitors from further afield and get them to spend more during their city breaks, and even sustain a broader range of retail, leisure, and food and drink amenities than places with fewer visitors.

The sustained growth across multiple indicators, from visitor volume to spend and the number of jobs, highlights Nottinghamshire's growing reputation as a leading visitor destination. Recent increased investment into the visitor offer and product – such as Sherwood Observatory, St Mary Magdalene Church in Hucknall, and the new play area at Sherwood Pines – alongside strategic marketing initiatives from Visit Nottinghamshire like the visitor guide, a B2C website attracting over 4 million visitors annually, and PR reach exceeding 251 million, places the region on a strong trajectory to attract even more visitors in the future.

At a national level, the UK government has committed to a new ambition to welcome 50 million international visitors per year by 2030 as part of its plans for the country to remain one of the most visited worldwide, driving economic growth. Growth in the tourism industry beyond London will be at the heart of this strategy.

While the capital is a huge draw that brings in tens of millions of visitors each year, there is vast potential for increasing visits to other cities and regions, which can be achieved through improved marketing, reforming tourist boards, filling skills gaps in the visitor economy and better celebrating our culture.

Locally, this represents a significant and increasing stream of inward investment. Gedling's range and quality of visitor attractions and tourism and hospitality businesses across the Borough, and the opportunities for their future development, represent strong potential for increased growth. Raising and enhancing the profile of a place also leads to a greater sense of civic pride and often acts as a catalyst for civic development and regeneration.

3.1.2 Impact of the Visitor Economy

All strategies and policies need to be rooted in local evidence. The following analysis of visitor data is based on the Scarborough Tourism Economic Activity Monitor (STEAM) which is widely acknowledged as the industry standard with high levels of accuracy down to district level. Insight gained from STEAM and ensures our ambitions – including increasing the volume of visitors, dwell time and visitor experience - are based on realistic performance measures.

The tourism/visitor economy makes a significant contribution the East Midlands County Combined Authority (EMCCA) area economy, worth around £5.25bn in 2023 and supporting around 52,000 jobs. The aim is to take up numerous opportunities to grow the value of the sector, both in terms of direct economic impact and wider benefits that support EMCCA's inclusive growth objectives.

Nottingham and Nottinghamshire have witnessed a significant increase, underlining the importance of tourism in driving local economic growth and job creation. The total value of tourism in Nottingham city and county in 2023 reached an outstanding economic impact of £2.36 billion, marking a 15.40% increase from the previous period. This reflects the rising appeal of the region as a top destination for both day and overnight visitors.

In 2023, Nottingham and Nottinghamshire welcomed 34.33 million visitors, an increase of 4.12%. The average spend per visitor continues to climb as well, with an overall rise of 10.81% to £68.94 economic impact per trip.

The heritage economy is an important contributor; Historic England estimated that for every £1 of GVA that the sector directly generates, an additional £1.93 is added to the wider economy.

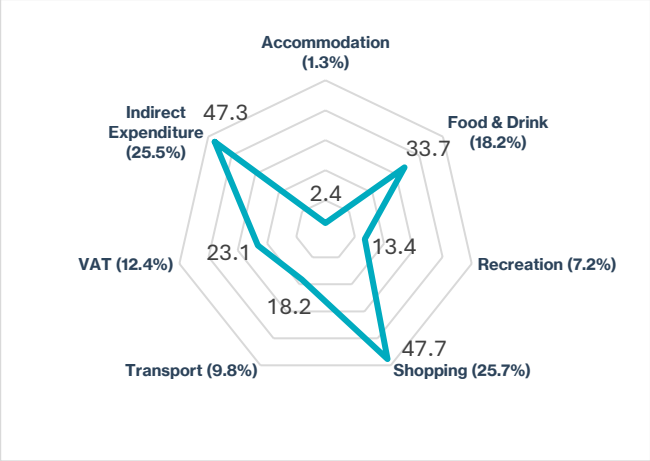
Gedling itself saw 3.12m visitors (across 3.49m Visitor Days) bring in £185.68m in Economic Impact. Gedling has opportunities to strengthen its tourism offer and attract a larger share of visitor spending.

This represents a 2.7% increase from the £180.87m 2022 figure.

Gedling's visitor economy has a significant opportunity to contribute to the Borough's wider economic growth prospects:

- 15,000 FTE jobs are supported by tourism in Nottinghamshire (excluding City) and visitors bring in £1.24bn to the local economy. Gedling itself supports just 1,781 of these FTE jobs.
- Growth in Gedling's visitor economy is already underway. Visitor numbers and visitor days increased by 4.1% and 3.5% respectively between 2022 and 2023.
- Gedling's visitor economy is dominated by day visitors, of which there were 2.83m in 2023.
- Overnight stays represent a significant opportunity to generate further economic growth through increased dwell-time and customer spend. Whilst staying visitors account for just 8% of all visitors, the same group is responsible for 23% of the overall Economic Impact.
- 90% of staying visitors choose to stay with friends and family. Serviced accommodation and non-serviced accommodation account for just 10.5%.
- Gedling's visitor economy is largely reliant on Shopping and Food and Drink, which account for 41.4% and 29.2% of Direct Economic Impact respectively. Recreation (11.6%) and Accommodation (2.1%) represent comparatively small sections of the visitor economy's Economic Impact. There are significant opportunities to develop and enhance these sectors to exploit hitherto underdeveloped opportunities to generate growth.

Figure 1: Sectoral Distribution of Economic Impact - £m Including VAT Indexed to 2023



3.12m
Total Visitors

£185.68m
Economic Impact

1,781
FTEs in Gedling Visitor Economy

+4.1%
Visitor Numbers 2022-23

+3.5%
Visitor Days 2022-23

15,000
FTEs in Nottinghamshire Visitor Economy

603
Total Beds

169
Hotel Beds

434
Non-Serviced Beds

Aerial View of Gedling

4.0 Key Assets and Products

4.1 History and Heritage

Gedling Borough has a rich and diverse heritage drawing from its early beginnings, through its social and industrial legacies (coal mining, framework knitting, brick-making, railways, water infrastructure) to the communities that reflect the ongoing culture within Gedling today. The Visitor Economy Framework positions heritage – including literary figures, medieval sites, and industrial innovation – as core to the visitor experience. Heritage in the Borough has the potential to drive and promote regeneration and renewal of its most deprived communities. Heritage also offers more employment and volunteering opportunities to complement those already in place if the potential of the Borough's undoubted assets can be realised.

The Borough boasts heritage of local, regional, national and international significance.

Newstead Abbey, home of Lord Byron, is perhaps the Borough's most famous landmark.

Other less well known but equally important assets include Papplewick Pumping Station and Bestwood Winding Engine.

The Borough is the birthplace of William Lee, inventor of the mechanised stocking frame in Calverton in 1589; of Richard Parkes Bonington, the renowned 19th century landscape artist; and of Thomas Hawkesley, who designed and built Britain's first high pressure constant supply water system, preventing the deaths of countless millions of people around the world. Industrial heritage, social history and ancient monuments are combined with an immensely varied natural environment in a Borough that offers a range of diverse yet overlapping heritage.

But much of this potential is relatively untapped. Challenges around the extent of Borough-wide knowledge; the sharing and dissemination of that knowledge; the condition of some key local assets; the resilience of arrangements to maintain and promote those assets and the capacity to support future work all currently mitigate against further substantial progress. A more coordinated approach to promoting cultural and historical assets could help reinforce local identity and attract more visitors.

The process of developing this Destination Management Plan has identified a number of key heritage assets which have the greatest potential to contribute to the visitor economy:

- **Bestwood Lodge Hotel** – potential to be a significant tourism anchor but requires significant improvements to the existing offer.
- **Papplewick Pumping Station** – Potential to be connected to other nearby heritage assets as part of a cohesive visitor experience. Somewhat isolated and disconnected with little in the way of signage, wayfinding or interpretation, but with significant potential for redevelopment.
- **Newstead Abbey** – a site with both regional and international importance.

Gedling Leisure Centre

4.2 Green and Open Spaces

Gedling's parks, nature reserves, and country parks are significant assets that can be further utilised to enhance the desirability of Gedling as a place to visit.

The Borough's four designated Local Nature Reserves are Gedling House Wood and Meadow; Netherfield Lagoons and The Hobbucks (to the north of Arnold). There is strong community ownership of and engagement with these sites, with all four being managed by local conservation groups. Other notable landscape features include Lambley Dumbles and Moor Pond Woods, each of which are of historic importance with considerable heritage value.

The Borough's four areas of park land over 10 hectares include Bestwood Country Park; Gedling Country Park and Newstead Abbey, all of which have significant heritage connections. Opening in 2015, Gedling Country Park is the most recent of these – with its strong links to the Borough's mining heritage, this Country Park is being promoted as a future focal point for the Borough's heritage activity.

EMCCA's Strategic Framework supports enhanced green spaces, whilst the Gedling Green Space Strategy values parks and gardens as integral to the lives of the communities in which they are located; the Strategy encourages protection and conservation; the development of a green corridor network potentially using dismantled railway lines; and the creation of more circular routes – all as part of a network of 'green lungs' across the district.

From a visitor economy perspective, it will be vital to maximise the opportunities for income generation within the spaces owned by Gedling Borough Council, considering opportunities for local businesses to operate from these spaces without impacting on the quality of the open space as well as promoting opportunities for visitors to increase their dwell time in the Borough by visiting local retail and hospitality businesses. There are also opportunities for further investment in green infrastructure, including enhanced trails, walking and cycling infrastructure, and visitor facilities, as well as using the natural assets as a foundation of a sustainable tourism offer.

The process of developing this Destination Management Plan has identified a number of key assets for which there is the greatest opportunity for enhancement:

- **Gedling Country Park** - with an estimated 500,000 annual visitors - could develop a distinct visitor experience and is thought to be popular enough to support additional activities on site, such as bike hire to support health and wellbeing. Considered the primary location for a new visitor centre that could include heritage interpretation, educational spaces, a café, and could signpost to other offers in the Borough.
- **Bestwood Country Park** – potential to explore rural accommodation options such as camping or eco-lodges to complement any hotel offer on-site.
- **Netherfield Lagoons** – scope to enhance the site to take advantage of its significant natural environment and biodiversity as part of an eco-tourism offer, and to better connect the site via the former railway line, further encouraging active travel. However, the site isn't under Gedling Borough Council's remit, which limits the level of influence around this site.

4.3 Leisure Offer

Community and leisure facilities, as well as health and wellbeing, are a strategically important element of the visitor economy offer to Gedling's communities and visitors alike. 24.9% of the Gedling population currently use one of the leisure venues. Attendances across the 5 leisure centres have grown steadily over the last few years, with attendance for 2024/25 expected to exceed overall targets and surpass 1.17m visitors; annual attendances are now expected to reach 12% higher than pre-Covid levels. Annual visitor numbers at the Bonington Theatre far exceeded the target set for 2023/24, with 47,500 attendances

A need to transform the current leisure centre provision operated by the Council has been identified, including new facilities for both the Arnold and Carlton areas that not only protects the current level of indoor facility and cultural provision but also provides enhanced facilities to meet the future demand for health and wellbeing activities. Ambition Arnold aims to redevelop leisure, library and theatre facilities into a vibrant community hub in Arnold.

New state-of-the-art leisure facilities could be a real draw for people who live in the city.

Sport England guidance commits to a direction of travel that will see public sector leisure transition from a leisure service to an active wellbeing service. This approach is built on: social prescribing, co-location, delivery of preventative activity, and collaboration through Integrated Care Systems.

The process of developing this Destination Management Plan has identified a number of key leisure and culture assets which have the greatest potential to contribute to the visitor economy:

- **Carlton Active Leisure Centre** – new centre should provide state-of-the-art facilities that have the potential to attract visitors from the surrounding area. Potential to host a Community Hub that co-locates different services.
- **Arnold Leisure Centre** – plans are in place to upgrade Arnold's leisure centre already subject to funding opportunities
- **Bonington Theatre** - a high-performing cultural asset with regional appeal but it is outdated. Plans include upgrading it into a dedicated venue with two cinema screens and an improved theatre programme to drive economic and cultural growth in Arnold, subject to funding opportunities.
- **Arnold Market** - The Ambition Arnold Masterplan seeks to improve the leisure and cultural opportunities available within the town centre to increase footfall and add vibrancy to the town. Arnold's market day footfall is strong, at 112% above the national small towns average. Management of the market needs to be reviewed.

4.4 Towns and Villages

Named in the Top 50 places to live in Britain in 2020, Gedling has a great many strengths, including a range of market towns and picturesque countryside villages. Stretching from the River Trent in the south east to Sherwood Forest in the north west, its settlements include once separate communities that have become part of the Greater Nottingham conurbation as well as ten rural parishes incorporating country villages which have retained their rural charm. The mix of suburban areas and a rural hinterland offer a range of varied opportunities and can differentiate Gedling as a visitor destination.

Crucial to economic growth, these vibrant towns and villages are a fundamental part of attracting visitors and leisure users to Gedling. Market towns, when lively and attractive, generate local jobs and meet people's changing shopping and leisure habits.
These areas provide cultural landmarks, outdoor recreation opportunities, and local businesses that help shape Gedling as a welcoming and attractive destination.

Gedling's town centres play a crucial role in attracting visitors by offering a mix of independent shops, cafés, markets, and cultural events that bring life and activity to the borough. Whilst the main settlements in the urban area of the Borough – **Arnold, Carlton, Calverton, Mapperley, Netherfield and Gedling** – are in close proximity to Nottingham, each offers a distinct character, rich heritage, and unique attractions that contribute to a diverse and engaging visitor experience. Investing in the public realm, creating pedestrian-friendly spaces, and supporting local businesses will ensure that town centres become destinations in their own right, rather than just places people pass through.

Gedling's smaller rural villages – **Linby, Woodborough, Lambley, and Bestwood** – are all covered in some way by Conservation Areas, and each boasts varied (if underdeveloped) identities, from historic industrial settlements to rolling agricultural landscapes. These areas serve as gateways to heritage sites, outdoor and adventure tourism, benefiting from walking and cycling routes, country parks, and green spaces.

By celebrating the unique character of each town and village, improving the visitor product, and developing a cohesive tourism offer, Gedling can shift from being a place people travel through to a place they deliberately choose to visit, explore, and stay. Through collaboration with local businesses, cultural organisations, and visitor attractions, Gedling's towns and villages can work together to offer a compelling

Lambley Village

5.0 Opportunities

5.1 Digital Connectivity

Digital connectivity and infrastructure is seen as one of Nottinghamshire's key strengths from which to create a resilient and forward-looking economy. EMCCA's Place Prospectus similarly outlines a bold vision for inclusive and sustainable growth, positioning the county as a hub for innovation, tourism, and green development – based in part on enhancements to digital connectivity to improve access.

Nottinghamshire County Council aim to transform Nottinghamshire into the most digitally connected county across the UK - making sure every resident, business, and organisation in Nottinghamshire can access the online world, without barriers. With the growing reliance on technology for travel planning, wayfinding, and engagement, investing in digital infrastructure and strategies can boost tourism, enhance visitor satisfaction, and support local businesses.

For the visitor economy, leveraging digital connectivity can provide more engaging and interactive methods of exploring Gedling's heritage and culture. Investing in public Wi-Fi, digital wayfinding, and digital marketing will make Gedling a more connected, accessible, and attractive visitor destination.

Opportunities around digital connectivity include:

- **Free Public Wi-Fi in Key Visitor Areas**: offering free, high-speed Wi-Fi in town centres, heritage sites, parks, and key visitor locations can encourage longer stays and enhance engagement. Visitors rely on internet access for maps, local recommendations, and sharing their experiences on social media, which can help market Gedling organically. Wi-Fi networks can also be used to collect visitor data (e.g., footfall analytics) to improve tourism strategies.

- **Digital Marketing and Wayfinding**: implementing interactive digital kiosks and QR code-enabled signage in visitor hotspots can improve navigation and provide instant access to local stories, events, maps, and itineraries, as well as public transport information and even local business promotions.

- **Data-Driven Targeting & Digital Advertising**: using AI-driven marketing campaigns to target specific visitor groups (heritage tourists, adventure seekers, event-goers), or geo-targeted digital advertising to attract visitors from Nottingham, the East Midlands, and beyond.

- **Digital Innovation**: supporting tech businesses in Gedling to develop digital tools and solutions for the visitor economy, such as a digital tourism hub or incubator space for innovation in VR tourism experiences, or smart tourism applications.

- **Improving Accessibility and Connectivity**: ensure that rural attractions, trails, and nature sites have strong mobile coverage and fast broadband to enhance visitor experience.

5.2 Sustainability

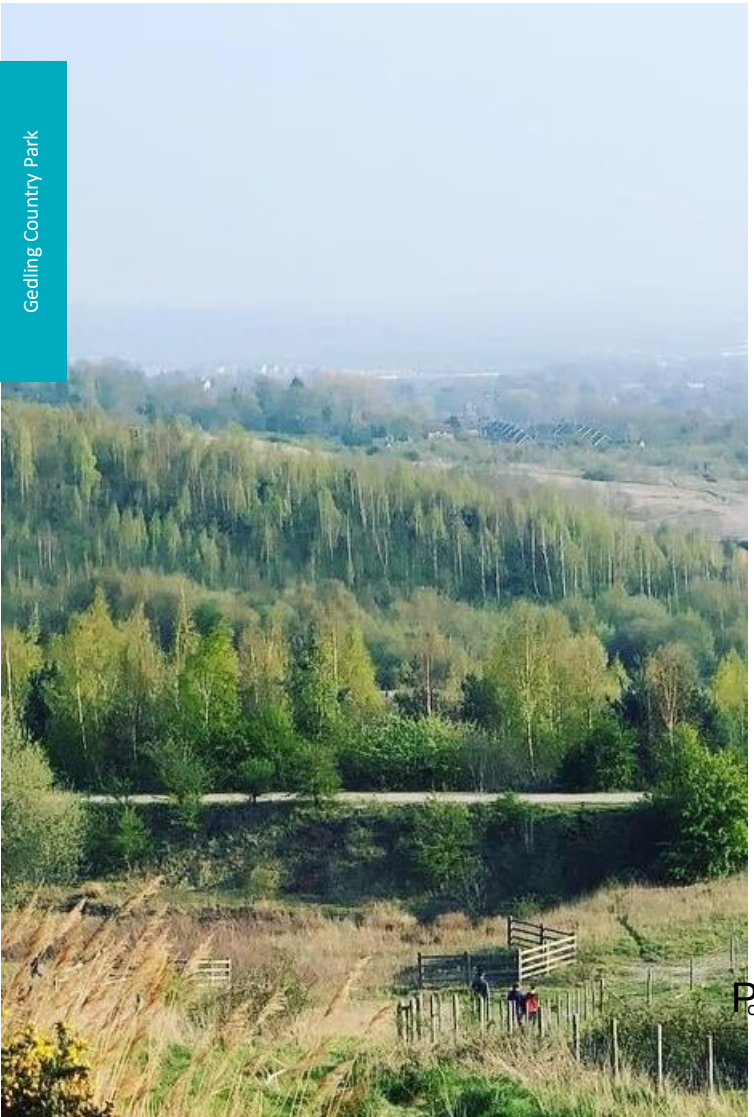
Sustainability is becoming an increasingly important factor in tourism, with visitors seeking eco-friendly travel options, nature-based experiences, and responsible tourism initiatives. Gedling has a unique opportunity to position itself as a sustainable visitor destination, enhancing its natural assets, and supporting the local economy. Nottinghamshire County Council's Visitor Economy Strategy (2019-2029) places a focus on green and active tourism, whilst EMCCA are aiming to enhance sustainability in the visitor economy.

Opportunities around sustainability include:

- **Public Transport and Active Travel**: encouraging public transport use by improving access to key visitor assets by buses and public transport for visitors, whilst developing cycleways and walkways between key attractions as well as electric vehicle (EV) infrastructure at key locations. Investing in better signposting, safe cycling lanes, and bike hire schemes could encourage visitors to explore the area sustainably. Promoting eco-friendly travel itineraries, such as walking tours, cycling trails, and low-carbon tourism options.

- **Sustainable Visitor Offer**: promoting farm-to-fork offers and sustainable accommodation options could attract environmentally conscious visitors, whilst offering incentives for accommodations to invest in solar panels, water conservation, and waste reduction measures enhances the visitor economy's green credentials. Encouraging visitors to support local artisans, markets, and independent retailers rather than large chains could drive footfall to town centres.

- **Enhancing Green Spaces and Eco-Tourism**: Gedling's green and open spaces offer prime opportunities for eco-tourism. Investing in wildlife conservation projects, and biodiversity initiatives can make these areas more attractive to nature-based tourists. Partnering with conservation groups to develop eco-friendly visitor experiences such as guided wildlife walks, birdwatching tours, and sustainable foraging experiences could prove popular.



5.3 Accessibility

In 2019, the Tourism Sector Deal saw the UK government pledge for the UK to become Europe's most accessible destination for disabled visitors.

However, some representatives of visitor and heritage assets in the area felt that their sites are currently unable to meet accessibility needs, particularly where the budget for accommodations is limited.

Improving accessibility in Gedling's visitor economy presents a major opportunity to attract a wider range of visitors, including those with disabilities, older adults, families with young children, and those with other mobility needs. These improvements not only expand the visitor base but also enhance the experience for all, fostering a more sustainable and visitor-friendly economy. By prioritising inclusive tourism, Gedling can increase visitor numbers, improve visitor satisfaction, and enhance its reputation as a welcoming destination.

- **Enhancing Physical Accessibility at Key Attractions:** upgrading pathways, trails, entrances and step-free access at key attractions to ensure they are wheelchair-accessible and free from physical barriers will improve accessibility. Installing ramps, lifts, disabled parking and accessible seating areas at historical sites, parks, and public spaces will add to the appeal. Parks in the area that have implemented accessibility measures such as paved path routes reported having seen an expanse in demographics of the visitors to the park, including more individuals with access needs making use of the spaces.

- **Digital and Informational Accessibility**: ensure that visitor information websites are usable by people with visual impairments or cognitive disabilities, whilst developing accessible visitor guides and maps with large-print, braille, and audio formats. Sensory-friendly experiences could be offered at key visitor attractions.

- **Promoting Gedling as an Inclusive Destination**: targeting accessible tourism markets, including older visitors, disabled travellers, and families,

whilst highlighting accessible itineraries that showcase routes and attractions that cater to different needs.

6.0 Challenges

6.1 Lack of Identity and Promotion

Gedling lacks a strong standalone identity as a visitor destination but there is an opportunity to develop identities around different themes that will draw people to the borough, capitalising on assets, such as Gedling Country Park, Bestwood Country Park, Papplewick Pumping Station and Newstead Abbey to name a few. Whilst there are already a wide range of events throughout the year these are not necessarily co-ordinated, promoted and integrated to best effect. The Economic Growth Framework prioritises the promotion of a cohesive visitor experience.

There has been little coordinated promotion or development of the visitor economy in Gedling previously and the first step has been the development of a Visitor Economy Destination Management Plan for Gedling which provides a shared statement of intent to manage Gedling as a visitor destination, as part of a broader Nottinghamshire visitor offer. Linked to this has been the development of a new Gedling Heritage Strategy, recognising that the Borough's heritage is an opportunity which could be better utilised to attract visitors.

Whilst parks and open spaces contribute significantly to Gedling's sense of place and environmental quality, more needs to be done to determine how they can contribute to the visitor economy. There are opportunities to better promote Gedling's green spaces and natural landscapes, and underutilised assets such as Netherfield Lagoons as well as opportunities for further investment in green infrastructure, including enhanced trails, walking and cycling infrastructure, and visitor facilities.

6.2 Underdeveloped Visitor Assets

Previous strategy development has identified a fragmented visitor offer, with much of Gedling's heritage hidden, lost, or deteriorated. However, there is a lot of heritage related activity taking place within Gedling and key heritage assets including Newstead Abbey, Papplewick Pumping Station and Bestwood Winding Engine as well as important industrial heritage stories around mining and textiles.

However, heritage assets are underutilised and lack investment compared to other areas, limiting their impact on tourism and community identity. There is significant 'hidden heritage' that could be take advantage of to both engage residents in local culture, and to attract visitors from further afield. The Gedling Heritage Strategy (2018) says that the Borough has a comparatively high percentage (11%) of listed building assets in a poor condition - these include a number of buildings and structures in and around some of the Borough's most notable heritage assets, including Newstead Abbey and Papplewick Pumping Station.

6.3 Limited Visitor Amenities

Leisure and culture have an important role in building social capital and supporting the economic growth of the borough. Gedling's visitor economy is currently dominated by Day Visitors, most of whom stay with friends and family, and very few in serviced or non-serviced accommodation. An average day visitor in Nottinghamshire (excluding City) spends £39 (2019 figures); an average overnight visitor spends £193, and overnight commercial visitors spend an average of £299.

Gedling would benefit from addressing the lack of visitor amenities such as accommodation, dining, and entertainment options to encourage longer stays. The D2N2 Visitor Accommodation Strategy found that Gedling was home to just 0.3% of accommodation establishments in the LEP area in 2016. Limited accommodation options hinder the potential for extended stays, which could otherwise boost the local visitor economy.

However, Gedling itself supports 1,781 total FTE jobs in the visitor economy, just 7.9% of the 22,437 FTEs in Nottinghamshire. There are just 64 FTEs in employment in Gedling in accommodation.

Growing populations and increased popularity will require further investment in leisure and supporting infrastructure such as hospitality to encourage

visitors to stay for longer. Gedling needs to develop more entertainment, hospitality, and leisure options to strengthen both the lunch-time and night-time economy; the promotion of more independent retailers, food and beverage outlets, and experiential businesses, could help to mitigate the declining footfall so closely linked to traditional retail town centre offers.

However, financial sustainability has been identified as the underpinning theme of the strategy work to date, particularly as the current service arrangements for Gedling's leisure centres require a subsidy of circa £2m per year. With ageing facilities and rising costs, investment in solar panels, heat pumps, and other sustainability measures is also an option.

6.4 Connectivity

Internal connectivity within the borough and between key areas is limited. More needs to be done to promote existing transport links, and to explore connectivity between green spaces, retail parks and leisure destinations, which is thought to be poor. There is also an opportunity to better link and connect the Borough's blue and green infrastructure with its heritage and visitor assets with improved active travel routes. External accessibility for visitors, particularly for key visitor assets, is also limited.

As a result, there is a heavy reliance on cars; 18.9% of households have no car/van (compared to 23.5% nationally), whilst 7.3% of adults participated in cycling for travel (compared to 11.3% nationally). Whilst the level of car ownership is an enabler for people to access key sites and locations, in order to be more inclusive and sustainable, alternative public or active transport options should be explored.

There is however an opportunity to encourage sustainable travel and active travel to visitor and leisure destinations. The active environment and active travel provide opportunities for people to incorporate physical activity into their daily lives.

Improved transport can also help position Gedling has a hub for business, leisure and culture in the East Midlands. There are a number of long-term ambitions around extending Nottingham's tram network into Gedling, and to transform disused railway lines into eco-friendly transport corridors that integrate the area's heritage, but this requires significant investment.

The Economic Growth Framework notes how spending and delivery in areas such as transport – under the remit of EMCCA – can help the visitor economy to thrive, by helping improve transport connectivity for visitors and those working in the sector.

Coordination with neighbouring areas and participation in regional initiatives will be critical, particularly collaboration on cross-border initiatives, such as transport infrastructure.

There is a need to collaborate with bus operators and transport authorities to improve key routes and integrate Gedling into broader transit networks.

6.5 Redefining the High Street

Crucial to economic growth, vibrant town and local centres are a fundamental part of attracting visitors and leisure users to Gedling.

Overall, Gedling's retail vacancy rate (9.6%) is below national (14.4%) and there is generally a good selection of independent retailers. However, over the last five years, within Arnold, Netherfield and Carlton, vacancy rates have climbed and there are notable gaps left by vacant shops. Poorly maintained or vacant properties negatively impact the area's appearance and deter investment and visitors.

Once reliant on retail, increasing vacancy rates are testament to a need for a diversification of town centres as vibrant, mixed-use destinations attractive to residents and visitors along with a strong day to evening economy. Town centres will need to develop a more experiential offer, hosting pop-up shows, regular events and cultural activities to increase footfall and engagement. Public realm improvements, pedestrianisation, better integration of green spaces and an enhanced sense of arrival can enhance the appeal and make the areas more attractive.

Villages could integrate community amenities and services like GP practices and dentists to serve as community hubs focusing on experiential opportunities and social services. Where retail remains paramount, independent shops can differentiate high streets from retail parks and still create a draw for shoppers.

Moreover, SMEs play a crucial role in the visitor economy, yet they often face barriers to growth and

require funding/training programs tailored to their evolving needs. High street retail and hospitality face recruitment challenges, requiring targeted skills development. With the UK Shared Prosperity Fund scheduled to end in 2026, a strategy for supporting businesses in the visitor economy – including retail and the high street – needs to be considered.

7.0 Target Markets

There is little comprehensive data on our visitor markets and their characteristics. Anecdotal feedback indicates that visitors are generally relatively local – typically coming from within the Borough, and from neighbouring areas (Nottingham, Mansfield) although some visitors are coming from much further afield attracted by attractions with a regional appeal (like Newstead Abbey).

Nottinghamshire's two markets identified as having growth potential for day trips and UK short breaks are **Country Loving Traditionalists** and **Aspirational Fun Families**. These are two segments identified as priorities by Visit England, selected because they have a strong fit with what Nottinghamshire can offer. Nottinghamshire's central location means it has a large audience within a two-hour drive time. These near markets provide excellent opportunities to build loyal repeat day visitors and near short breaks among people who are likely to enjoy what the county has to offer. Other destinations will be targeting these segments too. There are opportunities to grow Gedling's tourism by collaborating with the rest of the county to achieve maximum reach where it makes sense to do so.

Country Loving Traditionalists – empty nesters with traditional values, who are likely to have recently taken a countryside break in England. They travel as a couple, looking for unspoilt countryside and want to feel "connected to the country's history and heritage" with opportunities to eat local food and produce.

Aspirational Family Fun - information-hungry, living in cities with children at home. They regularly take breaks where they can indulge in active, family-friendly pursuits, such as sporting events and festivals. They like water-based activities. They are active on social media.

Whilst Gedling lacks a strong standalone identity as a visitor destination, there is an opportunity to develop identities around different themes that will draw people to the borough.

In consultation with stakeholders and partners, we believe the following target markets are a good fit for what Gedling has to offer:

7.1 Locals and Day Trippers

All tourists are visitors, but not all visitors are tourists. Local visits are important too. We want residents and visitors to explore and enjoy the Nottinghamshire countryside, attractions, market towns and villages, and to enjoy our fascinating stories.

Day-trippers and local visitors represent a key market for Gedling's visitor economy because they are the most immediate and accessible audience. Given Gedling's location, current visitor offerings, and infrastructure, it is well-positioned to attract short-term visitors from within the Borough, Nottingham, nearby towns, and the wider East Midlands region. Whilst visitor spend can vary, there is an opportunity to generate secondary spend through enhanced visitor amenities and an improved hospitality offer.

There is a lack of significant overnight accommodation, meaning most visitors currently come for the day. Many people pass through Gedling en route to Nottingham, Sherwood Forest, or other regional attractions – giving them a reason to stop and explore is key. By improving the visitor experience through enhanced visitor amenities, Gedling can encourage higher spending per visitor.

Day Trippers are often looking for affordable, accessible activities such as parks, play areas, and family-friendly attractions, and are interested in events, outdoor spaces, and interactive experiences. People from Gedling and surrounding areas are likely to look for weekend leisure, cafés, restaurants, and retail experiences. By targeting day-trippers and local visitors, Gedling can increase footfall, visitor spending, and its reputation as a go-to destination for leisure, culture, and outdoor experiences – all while working towards long-term tourism growth and accommodation development.

Gedling is well-connected via bus services and road networks, making it an easy day-trip option for people

from Nottingham, Mansfield, Ashfield and beyond. Collaborating with neighbouring areas to offer multi-location itineraries could also increase time spent in the area.

The cost of attracting overseas visitors is expensive and this is why we will focus on attracting the domestic market to Nottinghamshire.

7.2 Outdoor Adventurers

Targeting outdoor and adventure visitors is a natural fit for Gedling due to its strong network of parks, trails, and reservoirs. The demand for accessible, nature-based activities has grown significantly, especially after the pandemic, as more people prioritise health, well-being, and outdoor recreation. This group are most likely to be attracted by walking, cycling, and nature-based activities such as trails and country parks, and will prefer eco-friendly, sustainable tourism experiences.

Gedling is well-positioned to attract this market because of its network of Country Parks that offer extensive walking, running, and cycling trails with scenic views. Located near Nottingham and connected via public transport, cycle routes, and roads, Gedling convenient for visitors looking for short outdoor getaways. There is potential for improved cycling and walking infrastructure to encourage more visitors from surrounding areas. Collaborating with neighbouring districts and assets - including Sherwood Forest - could create multi-day walking, cycling, or adventure tourism routes that attract both casual and experienced outdoor enthusiasts.

7.3 Heritage and Culture Enthusiasts

Gedling has a rich historical and cultural heritage that provides a strong foundation for attracting heritage and culture visitors. These visitors are drawn to destinations with historical significance, architectural landmarks, literary connections, and immersive cultural experiences. Heritage and cultural visitors tend to stay longer and spend more than typical day trippers, whilst interest in family-friendly, interactive heritage experiences is growing, especially for school trips and educational tourism.

Focusing on this market is a strategic opportunity because of its unique historical and literary connections – from Lord Byron to Thomas Hawksley – and its place in Nottinghamshire's wider heritage offer.

Gedling can link its attractions with Nottinghamshire's other historic sites, creating a more extensive visitor offer featuring multi-site experiences.

Expanding heritage-focused events, literary festivals, and historic reenactments would strengthen Gedling's appeal.

7.4 Overnight Visitors

Targeting overnight visitors is essential for Gedling to increase visitor spend, improve the local economy, and extend the impact of tourism beyond just day trips. Whilst staying visitors account for just 8% of all visitors, the same group is responsible for 23% of the overall Economic Impact. Overnight visitors tend to spend significantly more than day visitors because they contribute to accommodation, food, entertainment, and shopping.

Gedling will need to develop a range of strong heritage, outdoor, and cultural tourism attractions which can be packaged into multi-day experiences. Gedling can also act as a base for visitors exploring Nottingham and the surrounding areas. Major events in Nottinghamshire and Sherwood Forest (e.g., festivals, sporting events, and concerts) bring large crowds who may seek quieter, affordable overnight stays outside the city. Similarly, those visiting for work purposes in the Nottingham area – from corporate groups to contractors – might be drawn to well-connected, but more affordable accommodation in Gedling than the city centre. At present, Gedling lacks accommodation, meaning visitors come and go quickly

However, there were just 239,900 overnight visitors to Gedling in 2023. Whilst an increase in overnight stays is important, it should be seen as a long-term goal, with any significant increase unlikely to occur within the timescale of the Destination Management Plan. The plan instead considers the first actions needed to develop a stronger visitor product alongside a comprehensive marketing strategy to support an eventual increase in overnight stays.

8.0 Themes

8.1 Strategic Alignment

The Destination Management Plan considers Gedling in the wider context of Nottinghamshire, and the East Midlands as a desirable destination for employment, leisure, culture and learning, environmental appreciation, historical exploration, community connection and sustainable economic growth.

It has been informed by and is aligned with the priorities of both EMCCA and Nottinghamshire County Council. With reference to Nottinghamshire County Council's Visitor Economy Framework, it very much is a case of 'the sum is greater than the parts' and the sector functions at its best when all businesses and stakeholders work together, recognise the part they play within it and understand the actions they need to take to move forwards.
The plan therefore aligns with the East Midlands County Combined Authority's (EMCCA) recognition of the opportunity to amplify local efforts as part of a regional offer.

Across the work of Government there are a number of key principles that have been adopted to ensure that activities meet national and regional outcomes. Meeting these outcomes will assist in securing external funding to deliver elements of this Visitor Economy Destination Management Plan. Stakeholder consultation also revealed a range of activities that have a more local impact and should also be delivered.

8.2 Themes

We will achieve our vision by focussing on eight themes, underpinned by two cross-cutting principles:

Over the page we have demonstrates how the Visitor Economy Destination Management Plan aligns with the priorities and ambitions identified by East Midlands County Combined Authority and Nottinghamshire County Council.

EMCCA Local Visitor Economy Partnerships (LVEPs) – Core Priorities		Nottinghamshire Visitor Economy Framework (2022) – Key Priorities	Gedling Visitor Economy Destination Management Plan - Themes
	Promoting our place and products to deliver enhanced profile, greater reach and more visitors.	**Invest in Promotion** Establish Nottinghamshire as a globally recognisable brand centred on its key themes, such as Robin Hood, Sherwood Forest, and local heritage.	**Data and Intelligence** Better understand Gedling's visitor economy to enable evidence-based decision making.
			Place Marketing Showcase the borough's key assets and hidden heritage through improved place marketing.
	Developing the offer, working with our stakeholders to improve and increase, for example, hotel accommodation and live venue, conference facilities.	**Invest in Product** Encourage innovation in tourism offerings, focusing on experiences that appeal to domestic and international visitors.	**Heritage** Leverage the borough's 'hidden heritage' as core to the visitor experience.
			Green and Open Spaces Promote and enhance green and open spaces for recreational and sustainable tourism.
		Invest in Place Build sustainable infrastructure, including transport links and accessible facilities, to improve visitor experiences.	**Visitor Product** Redevelop and renew the visitor product including supporting amenities and connectivity between key assets.
			Leisure and Culture Enhance culture and leisure provision and the connectivity between assets.
			Town Centres Transition town centres from traditional retail hubs to experience and service-oriented spaces.
	By realising the value of the sector, showing the **wider benefits** to our region over and above the contribution to our economy.	**Invest in People** Empower residents to engage with and thrive in the visitor economy through skills development and employment opportunities.	**Skills** Create opportunities for skills development in the visitor economy.

9.0 The Plan – Themes and Actions

The Visitor Economy Destination Management Plan centres around the following overarching vision:

Through enhanced place marketing, cultural investment, and improved connectivity, Gedling will transition from a place people pass through to a place they choose to explore, stay, and enjoy. By leveraging its hidden heritage, revitalising leisure and tourism infrastructure, and by taking advantage of its rich natural assets, Gedling will become a sustainable visitor destination, and a key part of Nottinghamshire's visitor offer.

To deliver this, eight priority themes have been developed in collaboration with Gedling Borough Council and stakeholders.

These are:

- Data and Intelligence
- Place Marketing
- Visitor Product
- Heritage
- Green and Open Spaces
- Leisure and Culture
- Town Centre
- Skills.

Under each theme, a number of actions are identified. Actions have been prioritised based on their deliverability over the next 5 years and beyond. Some actions have been identified as likely to be delivered beyond the period of this plan but have been identified as actions that can be worked towards.

This action plan provides a roadmap of the first steps for Gedling to take to develop its visitor economy. The next 5 years are an opportunity to put the foundations in place to create a thriving destination for residents and visitors alike.

Key	Priority
	Short-term (1 to 2 years)
	Medium-term (3 to 4 years)
	Long-term (4 years +)

Deliverability of the Action Plan will be reliant on sufficient internal resource provided by Gedling Borough Council. While Gedling Borough Council is the lead in the development and overarching delivery of this Plan, to achieve real success, the actions will require delivery from several stakeholders from across the destination. Opportunities to secure external funding to support the creation of a Visitor Economy Officer role within Gedling Borough Council should be examined.

9.1 Theme 1: Data and Intelligence

This priority area is about providing a foundation for evidence-based decision making for both Gedling Borough Council and industry stakeholders. This will help us to truly understand the value of Gedling's visitor economy, its real time performance and its long-term trajectory. We will better understand the motivations and perceptions of Gedling's visitors, and importantly the perceptions of non-visitors and the barriers that are preventing them from choosing Gedling for their next day trip or longer stay.

Action	Priority
Undertake an audit of current data available across Gedling from multiple data sources and organisations.	
Develop a toolkit to consistently measure the economic, social and environmental impact of events to guide decision making.	
Undertake regular (every 3-5 years) perception and visitor surveys identifying motivations and barriers to visiting, visitor journey mapping etc.	

9.2 Theme 2: Place Marketing

A core element of the visitor economy is the promotion of place and products to deliver an enhanced profile, greater reach and more visitors. Gedling lacks a strong standalone identity as a visitor destination but there is an opportunity to develop identities around different themes that will draw people to the borough. Whilst there are already a wide range of events throughout the year these are not necessarily co-ordinated, promoted and integrated to best effect. A more coordinated approach to promoting cultural and historical assets could help reinforce local identity and attract more visitors.

Action	Priority
Develop and implement a Gedling Place Marketing Strategy – including a digital marketing campaign - that promotes the borough's key assets, including Gedling Country Park, Bonington Theatre, Netherfield Lagoons, and local heritage sites.	
Develop themed visitor itineraries (e.g., heritage trails, outdoor adventure routes, market town experiences) to better connect attractions with pub, restaurants, and the wider hospitality offer to increase dwell time.	
Improve signage and wayfinding across the borough to better direct visitors to key sites, including historical plaques, interpretation boards, and digital trails (QR codes, AR experiences, mobile apps).	

9.3 Theme 3: Visitor Product

Gedling will benefit from addressing gaps to improve the quality and breadth of the visitor offer, including in hospitality, leisure, entertainment and accommodation options to encourage longer stays. The priority is to understand the product offer and identifying the gaps that need addressing in order to inform further development and investment.

A limited visitor product hinders the potential for extended stays, which could otherwise boost the local visitor economy.

Alongside the place marketing activity to raise awareness off the existing offer, there is an opportunity for Gedling to develop and invest in the visitor product, including more entertainment, hospitality, and leisure options; the promotion of more independent retailers, food and beverage outlets, and experiential businesses, could help to mitigate the declining footfall so closely linked to traditional retail town centre offers.

There is also an opportunity to enhance the connectivity between key visitor assets and to explore connectivity between green spaces, town centres, leisure destinations and visitor attractions, including sustainable travel and active travel options.

Action	Priority
Develop a Product Development Strategy which identifies product themes/experiences, development needs and investment priorities an action plan under each product theme.	
Advocate for the needs of the visitor economy in the development and delivery of wider transport strategies.	
Increase awareness for visitors and businesses/ employees/residents of public transport offer.	
Progress the Carlton Active replacement leisure centre programme on the site of the former Richard Herrod Centre.	
Feasibility study into the replacement of Arnold Leisure Centre with a new build facility.	
Create portfolio of potential sites for serviced and non-serviced accommodation and promote to developers.	
Work with transport providers to improve bus links to major visitor destinations such as Papplewick Pumping Station and Newstead Abbey.	
Enhance active travel infrastructure, such as cycle lanes, pedestrian-friendly town centres, and new greenway connections between parks, trails and key visitor assets.	

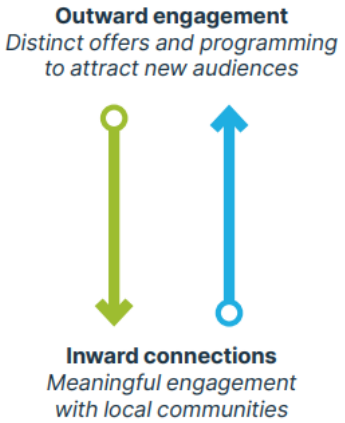
9.4 Theme 4: Heritage

Industrial and innovative heritage is a foundation for inclusive, sustainable development. Heritage – including literary figures, medieval sites, and industrial innovation – is core to the visitor experience.

Whilst there is a lot of heritage related activity taking place within Gedling, as well as a range of key heritage assets with regional and international importance, heritage assets are underutilised and lack investment compared to other areas, limiting their impact on tourism and community identity.

There are opportunities to leverage the 'hidden' heritage offer and this is being explored through a new Gedling Heritage Strategy, which specifically works to inform the Visitor Economy Destination Plan to synergise tourism and the economic opportunities that heritage assets bring.

As part of the heritage strategy a suite of opportunities have been identified to build on the desires outcomes for heritage engagement; these projects reflect the two strands for heritage:



The strategies will work together in the following ways:

- Thriving heritage assets become key attractions in the visitor economy, helping to shape tourism experiences, attract visitors and support hospitality, events and cultural industries.
- Heritage-led tourism (e.g. historic sites, museums, festivals) enhance a destination's appeal, feeding into the Visitor Economy Destination Plan.
- Economic growth enables reinvestment in heritage conservation and heritage projects, ensuring long-term sustainability of historic assets.
- Investment in infrastructure increases access and benefits both heritage sites and tourism services.
- A thriving economy attracting funding and partnerships for heritage-led regeneration project, reinforcing local identity and community pride.

9.5 Theme 5: Green and Open Spaces

Gedling's parks, nature reserves, and country parks are significant assets that can be further utilised to enhance the desirability of Gedling as a place to visit.

Whilst parks and open spaces contribute significantly to Gedling's sense of place and environmental quality, more needs to be done to determine how they can contribute to the visitor economy via recreational and sustainable tourism. There are opportunities to better promote Gedling's green spaces and natural landscapes as part of an eco-tourism offer, and underutilised assets as well as opportunities for further investment in green infrastructure, including enhanced trails, walking and cycling infrastructure, and visitor facilities. There is also an opportunity to better link and connect the Borough's blue and green infrastructure with its heritage and visitor assets with improved active travel routes.

Action	Priority
Marketing the borough as an eco-tourism destination by promoting trails, green corridors, country parks and environmentally friendly visitor facilities.	
Provide resources such as maps, guided tours, and apps that highlight eco-friendly routes and points of interest.	
Improve parks and open spaces to make them more accessible and welcoming.	
Pursue opportunities to improve Blue-Green Infrastructure across the borough to ensure green spaces are good quality, safe and accessible.	

9.6 Theme 6: Leisure and Culture

Leisure and culture facilities are a strategically important element of the visitor economy offer to Gedling's communities and visitors alike. A need to enhance the current cultural offer as well as leisure centre provision operated by the Council has been identified, including new facilities for both the Arnold and Carlton areas that not only protects the current level of indoor facility and cultural provision but also provides enhanced facilities to meet the future demand for health and wellbeing activities.

Action	Priority
Continue to leverage external funding to develop parks and play areas.	
Introduce energy-efficient lighting, heating, and water-saving measures in leisure centres to reduce environmental impact.	
Redevelop Arnold's leisure, library, and theatre facilities into a vibrant community hub.	
Redevelop Carlton Forum Leisure Centre.	
Develop a business case for the Bonington Theatre expansion, including additional cinema screens and an enhanced programme of performances and events.	

9.7 Theme 7: Town Centres

Once reliant on retail, increasing vacancy rates are testament to a need for a diversification of town centres as vibrant, mixed-use destinations attractive to residents and visitors along with a strong day to evening economy. Town centres will need to develop a more experiential offer, hosting pop-up shows, regular events and cultural activities to increase footfall and engagement.

Public realm improvements, pedestrianisation, better integration of green spaces and an enhanced sense of arrival can enhance the appeal and make town centres more attractive to visitors and encourage people to spend more time there.

Action	Priority
Enhance the new Arnold Market, increasing local produce, artisan goods, and themed markets (e.g., food festivals, seasonal fairs).	
Expand the annual events calendar with food festivals, live music, theatre performances, and heritage celebrations to attract visitors year-round.	
Support community groups and the third sector to improve town centre buildings via capital grants.	
Support existing businesses to grow through business support initiatives and grant funding.	
Expand pop-up retail and independent business spaces in vacant shops to increase variety and local enterprise.	
Work with landlords and property owners to reduce vacancy rates and improve the appearance of high streets through shopfront improvement schemes and grants.	
Implement the Ambition Arnold Masterplan, focusing on public realm improvements, shopfront refurbishments, and mixed-use development.	

9.8 Theme 8: Skills

As Gedling strengthens its visitor economy, demand for hospitality, tourism, leisure and entertainment workers will grow. There is an opportunity to create a sustainable pathway for retaining and attracting skills while supporting SMEs to drive economic growth in the visitor economy. The community and voluntary sector is the foundation for much of the leisure and heritage activity delivered in Gedling.

These projects in particular could be used to provide opportunities for volunteers, including young people and diverse communities, to engage in sports teams, conservation, and tourism.

Action	Priority
Consult with businesses in the visitor economy to understand recruitment skills challenges.	
Expand relationship with Inspire and Futures to lever in external funding, increasing the number of activities and opportunities available.	
Partner with existing volunteering organisations to help maximise the destination's volunteer base by creating a volunteer programme to engage local people in heritage conservation, park maintenance, and event delivery.	
Collaborate with local training providers to strengthen links with Gedling businesses and deliver co-funded, targeted interventions, work experience and apprenticeships around hospitality, tourism, heritage management, and digital marketing.	

9.9 Cross Cutting Principle 1: Accessibility and Inclusivity

As part of the UK's Tourism Sector Deal, the government has stated its ambition to become the most accessible tourism destination in Europe by 2025, aiming to significantly increase the number of international disabled visitors by a third through initiatives focused on improving accessibility across the country. Gedling will need to maintain alignment with national and local tourism priorities to ensure that leisure and tourism is inclusive and accessible to all people across the borough. Tourism assets should be available and enjoyable for everyone, including individuals with disabilities and those with limited mobility.

Action	Priority
Conduct an accessibility audit of key visitor attractions, identifying areas for improvement, including step-free access, signage, sensory-friendly spaces, and accessible transport links.	
Work with owners and operators of key historic assets to explore improvements to accessibility to the Borough's main historic assets.	

9.10 Cross Cutting Principle 2: Partnerships and Collaboration

Each theme is reliant on partnerships and collaboration. There is an ambition across the region for boroughs to work with each other and the surrounding region to position Gedling as part of a broader Nottinghamshire visitor offer, and the county as a multi-day visitor destination.

Gedling can work with neighbouring councils to develop joint marketing campaigns, visitor packages and itineraries. More broadly, the devolution afforded to EMCCA should facilitate greater regional collaboration on cross-border initiatives, such as transport infrastructure, cycling routes and tourism promotion, will strengthen the region as a whole.

By working collaboratively and creating a strong partnership across the Combined Authority, partners can offer efficiency of scale and growth for businesses, amplifying key assets across national and international markets.

Action	Priority
Develop partnerships with Visit Nottinghamshire, cultural institutions, visitor attractions, and hospitality businesses to co-create visitor experiences and to create bundled offers and joint ticketing schemes.	
Invest to build capacity and support the role of the voluntary and community sector in managing heritage and leisure assets and delivering activities that contribute to the visitor economy.	

9.11 Working in Partnership

The Action Plan, where appropriate, considers the likely capacity and resources available when identifying the likely partners to take forward the actions.

A collaborative approach that engages effectively our partners and stakeholders, including businesses from the tourism and hospitality sector, in the development and marketing of our destinations is essential to sustained progress.

Whilst Gedling Borough Council can operate with its own assets and resources to achieve some growth, it can affect far greater change by also using its position and influence as a facilitator.

This document has been created in consultation with key partners and that collaboration underpins the entire framework.

It is essential that the Destination Management Plan remains realistic given the limited resources and existing capacity challenges. Setting achievable goals based on a clear understanding of available resources is key. Initiatives such as creating networks for local businesses and attractions to collaborate, for example, require minimal financial investment but can yield significant benefits in fostering cohesion and shared purpose.

Wider partners and stakeholders will also be engaged to develop the visitor offer. For example, Visit Nottinghamshire will be crucial to any regional marketing efforts, and EMCCA – with devolved responsibilities around transport – should be involved to coordinate wider transport and connectivity ambitions across the area.

The Community and Voluntary Sector, so integral to much of the leisure and heritage activity delivered in Gedling, will play a key role in engaging residents and visitors alike with the visitor offer as it develops.

The Destination Management Plan will likely require buy-in from the following key stakeholders:

Organisation	Role
Gedling Borough Council	To oversee place marketing strategy; facilitate partnership working; manage the portfolio of leisure and recreation services and tourism projects already under its control; and to source funding for the initiatives identified.
EMCCA	In developing a regional approach to the visitor economy, EMCCA are building a unified approach to attract more visitors, and create new opportunities for local businesses, visitors, and residents. EMCCA will be an important partner for promotional activities, whilst spending and delivery in areas such as transport and skills can improve transport connectivity and help to develop a skilled workforce.
Nottinghamshire County Council	The role of the county council is one of facilitator and collaborator around a Visitor Economy Framework that sits in alignment with the ambitions for Gedling. It provides services and infrastructure. The main jurisdiction is within the county, however the council works closely with partners because the Visitor Economy is not restricted by local authority boundaries. **Bestwood Country Park** is jointly owned by Gedling Borough Council and Nottinghamshire County Council.
Nottingham City Council	The role of the City Council is similar to that of the county council but with its main jurisdiction is within the city boundary. The City Council has a good relationship with Visit Nottinghamshire and other partners and is a keen supporter of the Visitor Economy. **Newstead Abbey** is now publicly owned by Nottingham City Council.
Visit Nottinghamshire	Visit Nottinghamshire is the main regional tourism organisation providing marketing and support to its members and partners. Visit Nottinghamshire has a close working relationship with other tourism organisations in neighbouring counties and with Visit England.
Visit England/Visit Britain	The national tourism agency – a non-Governmental public body funded by the Department for Culture, Media & Sport (DCMS). VisitBritain/VisitEngland plays a role in building England's tourism product and raising Britain's profile worldwide.

District and Borough Councils	There are seven District and Borough Councils within Nottinghamshire that work closely with the County Council. Most of these provide a variety of services for the Visitor Economy including leisure and recreation services and tourism projects and networks.
Private Sector	To provide the Visitor Economy product or service that makes up an excellent visit or stay in Gedling. Businesses are encouraged to join up where appropriate. Independently owned shops, museums, and other amenities are all key to promoting Gedling's visitor economy.
Suppliers	To supply the Visitor Economy sector with high quality and sustainable products and services.
Education - schools, colleges, universities	Schools, colleges and universities will play an important role in developing the skills and qualifications necessary to help people thrive in the visitor economy sector.
Third sector - charities, non-profit, volunteer groups	Some areas within the Visitor Economy rely heavily on the third sector, for example, some heritage sites and museums are entirely volunteer run. These organisations add social value and an improved product.

This list of stakeholders is not designed to be exhaustive; successfully delivering this Destination Management Plan depends on our ability to work together with a variety of stakeholders to be identified for each action when appropriate.

Appendix A

Gedling Visitor Economy Audit

Focus Consultants 2010 LLP, Focus House, Millennium Way West, Phoenix Business Park, Nottingham NG8 6AS T. 0115 976 5050

Appendix B

Consultation Main Findings

Focus Consultants 2010 LLP, Focus House, Millennium Way West, Phoenix Business Park, Nottingham NG8 6AS T. 0115 976 5050

Appendix C

Consultation Survey Analysis

Focus Consultants 2010 LLP, Focus House, Millennium Way West, Phoenix Business Park, Nottingham NG8 6AS T. 0115 976 5050

Appendix D

Strategic Alignment

Focus Consultants 2010 LLP, Focus House, Millennium Way West, Phoenix Business Park, Nottingham NG8 6AS T. 0115 976 5050

APPENDIX A

Visitor Economy Audit

Our Visitor Economy Audit features an analysis of data from a range of sources, including STEAM, Air DNA, visitor footfall, VisitEngland/VisitBritain, Gedling Borough Council, and other visitor and demographic figures.

This review sets out the nature and scale of the opportunities to boost the local economy through its heritage and visitor attractions, comprising an audit of the Borough's visitor and leisure offer, including the range of significant heritage assets, places of natural beauty, destination points of cultural significance, historical industrial assets, retail centres, theatres, leisure centres, and Country Parks.

Market Trends

How the Market is Changing

Hospitality and tourism play a key role in the everyday economy in Nottinghamshire, supporting thousands of jobs and operating at the heart of communities across the nation. Based on the latest 2023 STEAM tourism data measuring trends and impact of visitor economy in the region, Nottingham and Nottinghamshire have witnessed a significant increase, underlining the importance of tourism in driving local economic growth and job creation.

A third of UK cities are considered domestic visitor 'destinations' - which pull overnight visitors from further afield and get them to spend more during their city breaks, and even sustain a broader range of retail, leisure, and food and drink amenities than places with fewer visitors.

The sustained growth across multiple indicators, from visitor volume to spend and the number of jobs, highlights Nottinghamshire's growing reputation as a leading visitor destination.

Recent increased investment into the visitor offer and product – such as Sherwood Observatory, St Mary Magdalene Church in Hucknall, and the new play area at Sherwood Pines – alongside strategic marketing initiatives from Visit Nottinghamshire like the visitor guide, a B2C website attracting over 4 million visitors annually, and PR reach exceeding 251 million, places the region on a strong trajectory to attract even more visitors in the future.

At a national level, the UK government has committed to a new ambition to welcome 50 million international visitors per year by 2030 as part of its plans for the country to remain one of the most visited worldwide, driving economic growth. Growth in the tourism industry beyond London will be at the heart of this strategy. While the capital is a huge draw that brings in tens of millions of visitors each year, there is vast potential for increasing visits to other cities and regions, which can be achieved through improved marketing, reforming tourist boards, filling skills gaps in the visitor economy and better celebrating our culture.

Locally, this represents a significant and increasing stream of inward investment. Gedling's range and quality of visitor attractions and tourism and hospitality businesses across the Borough, and the opportunities for their future development, represent strong potential for increased growth. Raising and enhancing the profile of a place also leads to a greater sense of civic pride and often acts as a catalyst for civic development and regeneration.

Impact of the Visitor Economy

All strategies and policies need to be rooted in local evidence. The following analysis of visitor data is based on the Scarborough Tourism Economic Activity Monitor (STEAM) which is widely acknowledged as the industry standard with high levels of accuracy down to district level. Insight gained from STEAM and ensures our ambitions – including increasing the volume of visitors, dwell time and visitor experience - are based on realistic performance measures.

The tourism/visitor economy makes a significant contribution to the EMCCA economy, worth around £5.25bn in 2023 and supporting around 52,000 jobs.

The aim is to take up numerous opportunities to grow the value of the sector, both in terms of direct economic impact and wider benefits that support EMCCA's inclusive growth objectives.

Based on the latest 2023 STEAM tourism data measuring trends and impact of visitor economy in the region, Nottingham and Nottinghamshire have witnessed a significant increase, underlining the importance of tourism in driving local economic growth and job creation.

The total value of tourism in Nottingham city and county in 2023 reached an outstanding economic impact of £2.36 billion, marking a 15.40% increase from the previous period. This reflects the rising appeal of the region as a top destination for both day and overnight visitors. In 2023, Nottingham and Nottinghamshire welcomed 34.33 million visitors, an increase of 4.12%. The average spend per visitor continues to climb as well, with an overall rise of 10.81% to £68.94 economic impact per trip.

Gedling itself saw 3.12m visitors (across 3.49m Visitor Days) bring in £185.68m in Economic Impact. Gedling has opportunities to strengthen its tourism offer and attract a larger share of visitor spending.

Gedling's visitor economy has a significant opportunity to contribute to the Borough's wider economic growth prospects:

- Gedling's visitor economy is largely reliant on Shopping and Food and Drink, which account for 41.4% and 29.2% of Direct Economic Impact respectively. Recreation (11.6%) and Accommodation (2.1%) represent comparatively small sections of the visitor economy's Economic Impact. There are significant opportunities to develop and enhance both the Recreation and Accommodation sectors to exploit hitherto underdeveloped opportunities to generate growth.
- STEAM figures assess that some 15,000 FTE jobs are supported by tourism in Nottinghamshire (excluding City) and that visitors bring in £1.24bn to the local economy.
- Gedling itself saw 3.12m visitors (across 3.49m Visitor Days) bring in £185.68m in Economic Impact. This represents a 2.7% increase from the £180.87m 2022 figure.
- Gedling itself supports 1,781 total FTE jobs in the visitor economy.
- An average day visitor in Nottinghamshire (excluding City) spends £39 (2019 figures); however, an average overnight visitor spends £193, and overnight commercial visitors spend an average of £299.
- Gedling has a number of tourism sites that could be developed and supported further including various country parks, Patchings and the annual art event, and historic properties such as Newstead Abbey and Papplewick Pumping Station.
- Gedling has been named as one of the top 50 places to live in Britain (2020).

Visitor Numbers and Days

- STEAM data shows that there were 3.12m visitors to Gedling in 2023, up from 3.0m in 2022.
- Gedling's visitor economy is dominated by Day Visitors, of which there were 2.83m in 2023 (up from 2.76m in 2022).
- Most Staying Visitors choose to Stay with Friends and Family (214,700).
- The visitor breakdown features just 15,800 people staying in Serviced Accommodation, and 9,400 in Non-Serviced Accommodation.
- Overnight stays represent a significant opportunity to generate further economic growth through increased dwell-time and customer spend. Whilst Staying Visitors account for just 8% of all visitors, the same group is responsible for 23% of the overall Economic Impact.
- STEAM figures suggest that growth in Gedling's visitor economy is already underway. Total Visitor Numbers and Visitor Days increased by 4.1% and 3.5% respectively between 2022 and 2023, boosted primarily by a 4.5% growth in Day Visitors.
- However, All Staying Visitors dropped 1.1% between 2022 and 2023, which is largely attributed to significant falls in visitors staying in Non-Serviced Paid Accommodation (-7.9%).

Marketing

Marketing Nottingham and Nottinghamshire (MNG) is the official place marketing organisation for the region and a non-for-profit business. Comprised of Invest in Nottingham, Visit Nottinghamshire including Meet in Nottingham, Nottingham Tourism Centre, and Nottingham Partners, it provides a unified voice for businesses and partners across the region. In addition, MNG work very closely with local private sector businesses through the Nottingham Partners and Visit Nottinghamshire's membership schemes.

Visit Nottinghamshire is the official **Local Visitor Economy Partnership (LVEP)** for the region, working alongside VisitEngland to support national priorities and provide strong local leadership and governance in Nottingham and Nottinghamshire. It is the division of Marketing Nottingham and Nottinghamshire responsible for driving leisure and business visitors to the city and county. It also manages the city's award-winning Tourism Centre and the official Meet in Nottingham convention bureau.

Visit Nottinghamshire works with over 450 private sector partners and the East Midlands Combined County Authority, Nottinghamshire County Council and Nottingham City Council to grow the visitor economy for Nottingham and Nottinghamshire.

Visitor Product

Parks and Open Spaces

The provision of green infrastructure and open space plays an important role in encouraging healthy lifestyles and improving the quality of health of residents in the Council. Gedling Borough has some beautiful and accessible countryside in Nottinghamshire with the Dumbles, Netherfield Lagoons, Stoke Bardolph estate and four country parks. The Council manages a range of parks and play areas which are accessible to residents and provide free opportunities to be active.

The Borough has some of the most beautiful and accessible countryside in Nottinghamshire with the Dumbles, Netherfield Lagoons, Stoke Bardolph estate and the four country parks. The Council manages a range parks play areas; these are accessible to our residents and provide free opportunities to be active. We have a broad range of venues acting as community hubs for local people.

Gedling Borough has 1,695.58 hectares of community green spaces, with the majority being owned and managed by the council. Gedling's parks and green spaces are popular with residents and visitors to the borough. An audit of parks and gardens in the borough was carried out as part of Gedling Borough Council's Green Space Strategy.

We have included all parks and gardens that are at least 1 acre in size:

- Newstead Country Park
- Newstead Abbey Park
- Gedling Country Park
- Valley Road
- Willow Park
- Arnot Hill Park
- Burntstump Country Park
- Newstead Railway Station
- Bestwood Country Park
- Standhill Park
- Lambley Lane Recreation Ground
- King George V Recreation Ground, Arnold
- Jackie Bells Field
- Conway Road
- Colwick Recreation Ground
- Burton Road
- Arno Vale
- Killisick Recreation Ground
- Breckhill
- Carlton Hill Recreation Ground
- Church Lane
- Kind George V Recreation Ground, Standhill
- Oakdale Road
- Thackerays Lane
- Queensbower.

Parks and gardens are valued assets and are often integral to the lives of the communities in which they are located. They provide places for leisure, relaxation and exercise, but are also fundamental to community cohesion, health and wellbeing and support biodiversity. It is, therefore, essential that they are both protected and enhanced and that additional Green Flag parks in the borough are established.

Nature Reserves

An audit of natural and semi-natural green space revealed that there is a total of 549ha across the borough, with 91.7% of sites located in the rural areas. This includes Local Wildlife Sites (LWSs), Local Nature Reserves (LNRs) and other areas within Gedling that, through consultation have been classified as natural or semi-natural green space.

There are five Local Nature Reserves in Gedling Borough:

- Gedling Country Park
- Gedling House Wood
- Gedling House Meadow
- Netherfield Lagoons
- The Hobbucks.

Other notable landscape features include Lambley Dumbles, Moor Pond Woods, the Linby Trail and Freckland Woods; Fox Covert Wood, Stoke Lock Wood, and Netherfield Lagoons, some of which are of historic importance with considerable heritage value.

There is one Site of Special Scientific Interest (SSSI) in Gedling Borough at Linby Quarries.

Leisure and Entertainment

One of Gedling's key strengths is its leisure offer. The Borough is home to a number of leisure centres.

The Council has four local leisure centres offering health and fitness and swimming and a further centre is provided by Ravenshead Parish Council.

- Arnold Leisure Centre (461 DNA Members)
- Redhill Leisure Centre (1,194 DNA Members)
- Carlton Leisure Centre (2,264 DNA Members)
- Calverton Leisure Centre (647 DNA Members)

Attendances across the 5 leisure centres have grown steadily over the last few years, with attendance for 2024/25 expected to exceed overall targets and surpass 1.17m visitors; annual attendances are now expected to reach 12% higher than pre-Covid levels. The uplift is attributed to the work of the Bigwave business planning programme that has been focusing on increased utilisation of memberships for DNA and swimming lessons members. Whilst there is a focus on attracting new members to the sites, the leisure and marketing team have also focussed more time on retention messages and improving the knowledge and understanding of physical activity to its members.

The statistics below demonstrate the strong usage and demand for leisure facilities in Gedling:

- 75.7% of total current users live within the Gedling Borough area.
- 24.9% of the Gedling population currently use one of the leisure venues.
- DNA Membership income for 2023/24 – at £1,356,000 – is 5.6% above target.
- Swim School attendance across all sites is up 4.0% in the 12 months to Q3 2024/25 compared to the previous year. There has also been a steady growth in in the number of customers having private swim lessons. Overall income for Swimming Lessons – at £1,221,000 – is 5.7% above target.
- Armed Forces Membership has increased by 15.6% in the last year.

These leisure centres account for most of the indoor facilities available in Gedling:

Indoor Facilities	Number
Sports hall (3+ courts)	33 badminton courts of which 28 courts are available for community use
Swimming pools	6 individual swimming pools across two public sites and two commercial sites
Health and fitness (fitness suites and dance studios)	5 fitness facilities providing (20+ stations) with a total of 415 fitness stations, 3 council owned
Studios	8 identified studios across borough offering pay and play, registered membership or sports club use
Squash courts	4 Squash Courts at Carlton Forum Leisure Centre, however only 1 of them is in operation, at present, for customers to book and play squash. Squash court 2 is repurposed as an additional fitness area. 3 and 4 are unsuitable to use.
Indoor tennis	There are no indoor tennis courts in the Borough
Gymnastics/Trampolining	1 affiliated club in Borough. Calverton Gymnastics Club deliver from a dedicated facility

There are also 93 outdoor sports facilities within Gedling Borough which cover a range of sports.

- The Playing Pitch & Outdoor Sport Strategy audit identifies a total of 106 football pitches across 47 sites in Gedling. There are also four full size 3G pitches and 16 smaller size 3G pitches. There is n overall shortfall in adult pitches.
- There are 14 grass wicket squares and 14 Non-Turf cricket pitches in Gedling located across 11 sites all of which are available for community use. This represents insufficient capacity of natural cricket squares.
- There are ten grass rugby union pitches identified in Gedling across five unique sites, with no spare capacity for any increase in provision.
- There is one full size hockey suitable AGP in Gedling situated at Goosedale Sports Club.

- There is a total of 54 tennis courts identified in Gedling across 14 sites, with spare capacity to accommodate additional demand.
- There are eight bowling greens in Gedling located across seven sites, which currently provide sufficient capacity.
- There are three golf courses within Gedling Borough, including one proprietary course (Ramsdale Park) and two private members courses (Mapperley Golf Club and Springwater Golf Club). There is no identified need for additional facilities.
- There is one purpose-built outdoor athletics tracks provided in Gedling, at Carlton-le-Willows Academy; any latent demand is considered insignificant.
- Across Gedling there is a total of 21 MUGAs. Demand levels are unknown.
- There are four pétanque terrains within Gedling, (two of which are located at Ravenshead Leisure Centre).
- There is one softball diamond which exists in the Borough, located at Bestwood Lodge Fire Headquarters.

Within Gedling, leisure and entertainment consists of the following key sites:

- Bonington Theatre
- TeamSport GoKarting.

The Bonington Theatre is one of Gedling's key cultural and entertainment assets and showcases music, theatre, film and dance; it is a location to be further utilised for projects as part of both the Visitor Economy Action Plan and the Heritage Strategy Action Plan.

- Annual visitor numbers at the Bonington Theatre far exceeded the target set for 2023/24, with 47,500 attendances representing an 18.2% increase from 2022/23. This is largely attributed to a comprehensive Autumn and Winter programme.
- Attendances have risen post-Covid, which has been a particularly challenging period for the arts, cultural and cinema industry.

Heritage Assets

Gedling has a rich cultural heritage based in industry, literature, the arts, nature and agriculture. Newstead Village, Bestwood Village, Linby, Calverton and Gedling Village are all former mining communities. The Netherfield and Colwick area is famous for its former railway heritage, Arnold for the Home Brewery and Mapperley and Carlton for its Brickmaking.

The Borough is home to 189 listed buildings. These include six that are grade I (of national importance), 15 grade II* (of exceptional local importance), with the remainder (168) grade II. There are also 9 Scheduled Monuments.

Gedling Borough Council owns several listed buildings, including Arnot Hill House and the Bestwood Lodge Hotel. Other well-known listed buildings in the Borough include Papplewick Pumping Station, Newstead Abbey and Bestwood Winding House, while lesser known examples include Bonington House, Arnold (birthplace of artist Richard Parkes Bonington); Daybrook Almshouses; Mary Hardstaff Homes Almshouses (Gedling); the former Howetts racing stables at Manor Farm Buildings (Woodborough); Gedling House; and more modern buildings including the Vale Public House and Good Shepherd Catholic Church, both in Woodthorpe.

There are six Conservation Areas, all of which are in the Borough's rural areas, in: Bestwood, Calverton, Lambley, Linby and Woodborough.

Food and Drink

Arnold, as the Borough's primary town centre, plays host to the highest concentration of food and drink outlets.

Mapperley Plains, Carlton and Gedling have reasonable food and drinks offers. Whilst these vary in provision, from takeaways to chain restaurants, there is a good offer available from pubs and inns.

There does not seem to be a 'destination' food venue within the area, and within the high street locations the offer is mostly local and affordable provision, such as public houses and fish and chip shops.

However, in Arnold there are key national chains including McDonalds, Starbucks, Costa Coffee and JD Wetherspoons that will likely act as a bigger anchor point for people, as they provide affordable refreshments, they are usually familiar with. There is also a more established nighttime economy on offer in Arnold and Mapperley, with a wider range of pubs and restaurants.

Wedding Venues

16 wedding venues have been identified within the borough and its surrounding areas. There is a good range of venues available, catering to a variety of budgets and wedding trends e.g., country houses / barn weddings / registry office. In Gedling's immediate vicinity, the key wedding venues are:

- Arnot Hill House
- Sherwood Glade
- Goosedale
- Woodborough Hall
- Cockliffe Country House.

Conferencing

Conferencing venues are limited, with the Challenge Training and Conference Centre providing a local option.

Events

Whilst there are already a wide range of events throughout the year these are not necessarily co-ordinated, promoted and integrated to best effect. A healthy range of events, cleverly and consistently promoted helps to show residents the vibrancy on offer and instil pride in Arnold. Arnold Town Centre already has a number of annual events aimed at drawing in visitors to the town centre. From the Christmas Market and lights switch on to events held during the summer holidays and at the market place, all combine to create an events calendar.

Town Centres and Villages

Our Borough is home to 118,200 residents with a mixture of affluent suburbs and former industrial towns and villages. It is a mix of urban and rural areas with around 80% of our residents living in the Greater Nottingham suburbs of Arnold, Carlton and Netherfield. The remaining residents live in a number of local centres including Burton Joyce, Calverton, Carlton Hill, Carlton Square, Mapperley, Newstead, Bestwood, Linby, Gedling and Ravenshead.

Arnold alone welcomes nearly 8 million visitors per year. In 2023, footfall data for Arnold town centre demonstrated that 7.85m people used the town centre across the year.
The town centres and local centres are home to a broad range of convenience retailers, independents, and national chains.

- Arnold centre is large, with a good mix of retail and service uses, including a large ASDA which acts as an anchor. Home to the only regular market in Gedling at The Amp.
- Burton Joyce has a good mix of uses in the centre, including community uses, but new food stores nearby could draw away trade.
- Calverton has a good range of shops with limited scope for extension in or around the centre. Precinct is somewhat dated, but potential for civic space north of the centre, and scope to connect to local history.
- Carlton Hill is a reasonably strong centre with a good range of uses, but lacks a real anchor store.
- Carlton Square suffers from a limited offer and layout, as well as an outdated precinct. It provides important local facilities, but no major retailers, particularly given the proximity of Victoria Retail Park.
- Gedling Village is a moderate centre with a good range of uses.
- Mapperley Plains is a strong centre with a good range of uses, especially known as a destination for food and drink with a number of cafes, restaurants and public houses.
- Netherfield has a good mix of uses including independents but proximity to retail park draws away shoppers.
- Ravenshead has a good range of offers given its size; civic space presents opportunities for events.

There are currently two main locations for out of centre retail that offer nation chain retailers: Madford Retail Park and Victoria Retail Park.

Transport Connectivity

Bus

Gedling is well connected to central Nottingham by two main bus routes that connect Arnold, Netherfield, Colwick and Mapperley to the city centre. However, connectivity between Gedling's urban centres is less prominent.

- Whilst Arnold is reasonably well connected to Calverton, Carlton and Mapperley through hourly services, there are many routes without a regular service.
- There is no direct connection between Arnold and Netherfield; Calverton and Carlton; Calverton and Netherfield; or Netherfield and Mapperley.
- The UK Government's is providing £955m for local authorities to deliver Bus Service Improvement Plans to "introduce new bus routes, make services more frequent and protect crucial bus routes for local communities."
- Other key trends include the movement towards electric buses as part of plans to decarbonise all forms of transport.

Bus services to key tourism asserts in Nottinghamshire are limited.

- The Sherwood Arrow is the main tourist bus route, connecting Nottingham with Sherwood Forest, Rufford Abbey Country Park, White Post Farm, Wheelgate Park, Clumber Park, Bassetlaw Museum and the Walks of Life Museum.
- Whilst Bestwood Country Park and Burnstump Country Park are featured on the Sherwood Arrow's promotional material, neither are easily accessible via any bus service.
- Gedling's key tourism assets – including Newstead Abbey and Papplewick Pumping Station – aren't easily accessible by bus services.
- There is no central connection for Gedling residents to access the Sherwood Arrow; stops in Daybrook Square and at the Ram Inn aren't central to nearby Arnold.

Taxi

The Department for Transport continues to issue guidance on taxi and private vehicle licencing and highlights the importance of taxis especially for those who do not own a car, those with mobility difficulties, and for the night-time economy getting people home safely late at night.

When providing new taxi ranks or redesigning areas of the built environment in which existing ones are located, recommendations are that ranks should be located as close as possible to transport centres/key destinations to minimise walking distances and ensure accessibility.

- Nottingham has a total of 198 licenced Hackney Carriage vehicles and 1,472 registered Private Hire Vehicles (as of December 2024).
- Nottingham is serviced by 29 Taxi companies listed by Nottingham County Council, alongside the usual Uber and Taxi apps.

Tram

Gedling is not currently serviced by the Nottingham Tram system. However, past studies of potential extensions to the Tram network have included a route to Gedling Village via Nottingham Racecourse and the new Teal Close development.

The primary obstacle to any tram extension is the cost.

Train

- Carlton and Netherfield are both serviced by existing rail links.
- Carlton is located on the route between Crewe and Newark Castle – with a direct line to varied locations including Nottingham, Derby and Stoke-on-Trent.
- Newstead sits on the Robin Hood Line between Nottingham and Worksop.

Walking and Cycling

- For recreational walking, the area is well serviced by Gedling Country Park, several local Nature Reserves, and various green spaces. The Borough's rural nature presents many options for walking or rambling.

- Green corridors include towpaths along canals and riverbanks, cycle ways, rights of way and disused railway lines. Their primary purpose is to provide opportunities for walking, cycling and

horse riding, whether for leisure purposes or travel.

- Gedling is home to 103.2km of footpaths and 17.9km of bridleways. Although these are not all interconnected, the council's series of circular walks and rides aim to improve access opportunities and form some useful links with the river Trent and natural and semi-natural green space.
- The map below illustrates that there are very few public rights of way located within the urban conurbation and, where they exist, these are very often over a small distance and do not connect with other green spaces. However, due to the density of the urban conurbation, there is limited opportunity to develop any green corridors in these areas.

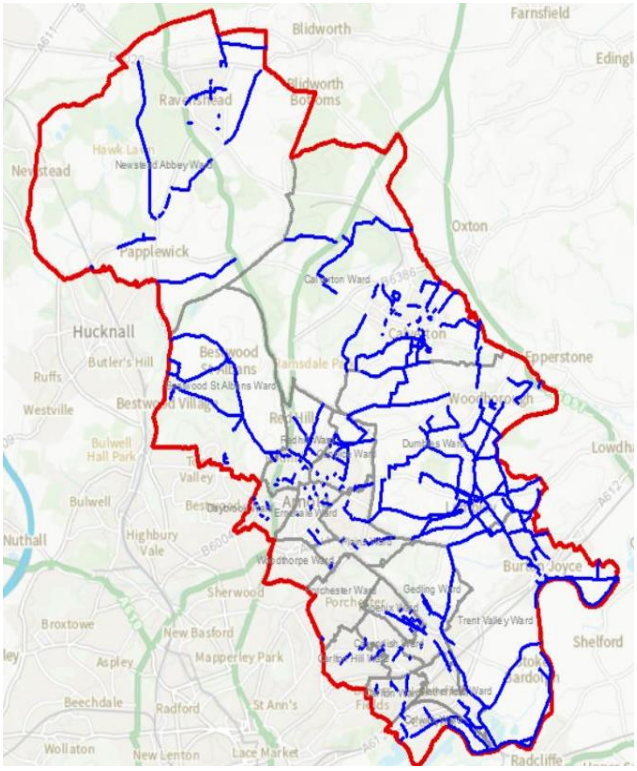


Figure 1: *The public rights of way in the borough*

Accommodation Provision

Market Trends

- The lack of visitor accommodation is a real barrier to taking advantage of the growth in Visitor Numbers in Gedling.
- Just 14.3% of Staying Visitors stay in Serviced or Non-Serviced Accommodation, with 85.7% staying with Friends and Relatives.
- Overall, there has been more growth in Day Visitors (4.5%) than Staying Visitors (-0.4%) in Gedling between 2022 and 2023. This is largely attributed to poor performance in the Non-Serviced Accommodation sector, which has seen a -7.6% fall in Visitor Numbers, -1.9% fall in Direct Employment, and a subsequent -16.3% fall in Economic Impact.
- Total Economic Impact in the Accommodation sector has fallen by 19.8%, despite consistent and significant direct economic growth (between 3.0% and 3.4%) and direct employment (between 10.6% and 11.0% FTEs) across all other sectors in Gedling.
- There are just 64 FTEs in employment in Accommodation.

- Despite only marginal growth in Visitor Numbers staying in Serviced Accommodation (2.7%), January saw an average annual change of 20.7%.

Serviced and Non-Serviced Accommodation

Most accommodation options are found in close proximity to Nottingham City, including in Arnold, Carlton, Colwick and Netherfield.

Rooms	Establishments	Beds
< 10	2	14
11 to 50	1	22
50+	1	133
Total	**4**	**169**

- Gedling is home to 169 beds in Serviced Accommodation, split across just 1 large-scale operator (50+), 1 medium-sized operator (11 to 50), and 2 small-scale operators (less than 10 beds).
- National operator offers are limited to Arnold's Premier Inn.

- Bestwood Lodge, and Woodborough Hall Both are both marketed in a 'country house hotel' niche, with Bestwood Lodge described as 'a former royal hunting lodge' and Woodborough Hall as a 'Grade II* Listed Hall' – both have

grounds/gardens. Whilst Woodborough Hall is well regarded (with an average 8.9/10 rating on Booking.com), Bestwood Lodge scores 7.1/20 and scores badly for facilities and value for money.
- There are a range of B&Bs and guesthouses, but they are few and far between.

Non-Serviced Accommodation

Type	Establishments	Beds
Self-catering	10	38
Static caravans / chalets	0	240
Touring caravans / camping	5	90
Youth Hostels	0	0
Short term lets	0	66
Total	**15**	**434**

- Gedling is home to 434 beds in Non-Serviced Accommodation, more than half of which (55.3%) comprises of static caravans/chalets.
- The vast majority are located in close proximity to Nottingham City Centre.
- There are just 38 beds in Self-Catering offers, a fall of 116% from 2022.
- The availability of Non-Serviced Accommodation is seasonal; whereas the 169 Serviced Accommodation beds are available year-round, there is an average increase of 66% between November and February (257 beds) and March and October (428 beds).

AirBnB

Data from Airbtics reveals that there are 194 short let listings across Gedling, with 137 active listings as of September 2024. There is some variance in the number of listings available due to the flexible nature of AirBnB registrations. A typical short-term rental listing in Gedling is booked for 230 nights a year, with a median occupancy rate of 63% and an average daily rate of £96.

- The vast majority of short-lets are located in the south of the Borough, clustered close to Nottingham city.
- There is good short-term rental demand; a 63% median occupancy rate is considered a good market for Airbnb.
- Short-term rental regulation is lenient in Gedling. Very few Airbnb listing currently have put their license number on their Airbnb listing. This likely means the local government is not strictly enforcing the short-term rental-related regulations.
- About 16.73% of the guests are international guests, and visitors from United kingdom is the largest group.
- Most short-term lets available are 2-bed (31.4%) or 1-bed (17.5%) options. 59.1% of properties are offered on an 'entire home' basis, whilst 30.7% are private rooms only.

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Theme	Key messages / suggestions from the consultation
Marketing and Promotion	• There has been little coordinated promotion or development of the visitor economy in Gedling previously. • Gedling lacks a strong standalone identity as a visitor destination but has potential due to its rich heritage, green spaces, independent retail, and proximity to Nottingham. There is an opportunity to develop identities around different themes that will draw people to the borough. • Work with Nottinghamshire and neighbouring districts to position Gedling as part of a broader Nottinghamshire visitor offer, and the county as a multi-day visitor destination. Work with neighbouring councils to develop joint marketing campaigns, visitor packages and itineraries. • Regional collaboration on cross-border initiatives, such as transport infrastructure, cycling routes and tourism promotion, will strengthen the region as a whole. • Many of the representatives of heritage assets in the Borough felt that they would like more visibility for their sites. They also felt that there are opportunities to increase the visibility of heritage assets through forming partnerships, particularly with the council. Increased marketing of the heritage assets overall has been suggested. • Opportunity to create a Visitor Economy Network of businesses and organisations – including visitor attractions, tourism businesses, and hospitality. Offer package deals combining park visits, meals, and accommodation. • Opportunity to be seen as an eco-tourism destination by investing in trails, country parks and environmentally friendly visitor facilities. • Could be positioned as a blend of “urban proximity and countryside tranquillity”, the first stop for countryside experiences outside of the city, with access to vibrant villages, walking trails and outdoor visitor attractions. • Gedling needs an online presence – for promotion, and to keep people up to date for events. Need to develop a centralised platform to coordinate and promote events and projects happening across different sites in Gedling.
Parks and Open Spaces / Green Spaces	• Parks and open spaces should be promoted as key attractions in Gedling’s visitor economy strategy. Parks and open spaces contribute significantly to Gedling's sense of place and environmental quality; more needs to be done to determine how they can contribute to the visitor economy. • The parks and green spaces are also regarded by residents of the Borough as sites of heritage. • Further investment in green infrastructure, including enhanced trails, walking and cycling infrastructure, and visitor facilities. • Better promotion of Gedling’s natural landscapes, and underutilised assets such as Netherfield Lagoons, to highlight biodiversity and attract visitors to add to the green tourism potential for the area. • Opportunity to better link and connect the Borough’s green spaces and heritage as part of an itinerary for the area through cycleways and walkways. • Gedling Country Park – with an estimated 500,000 annual visitors - could develop a distinct visitor experience and is thought to be popular enough to support additional activities on site, such as bike hire to support health and wellbeing. Need for better visitor facilities (extended toilet hours, bus shelter, additional bins), and for improved connectivity to nearby green spaces. • Integrate heritage and culture by improving storytelling in parks through interactive trails, augmented reality experiences, and better signage. Opportunities to also use parks for eco-education, nature trails, and environmental skills training. • Opportunities to strengthening volunteer groups (e.g., ‘Friends Of’ groups) to improve maintenance and secure funding, especially in a context of budget pressures on parks teams. • Importance of having changing places toilets at key assets, particularly parks and open spaces. • There is a great feeling of potential for Netherfield Lagoons, looking towards Attenborough Nature Reserve as a potential benchmarking example in enhancing the offer there.

Theme	Key messages / suggestions from the consultation
Leisure and Wellbeing	**Leisure Services & Facilities** • New state-of-the-art leisure facilities could be a real draw for people who live in the city. • Leisure facilities are vital for community wellbeing but face financial challenges due to high subsidies and maintenance costs. Ensuring that facilities are fit for purpose and financially sustainable is essential for driving community wellbeing. • Growing populations and increased popularity will require further investment in leisure and supporting infrastructure such as hospitality to encourage visitors to stay for longer. • Bonington Theatre is a high-performing cultural asset with regional appeal, but is outdated. • Plans to create leisure-driven town centres with museums, arts spaces, and diverse dining options to enhance tourism and secondary spending in restaurants and shops. • With ageing facilities and rising costs, investment in solar panels, heat pumps, and other sustainability measures is an option. • There is an expressed need to renovate various ageing pavilions and changing rooms around the Borough. Could leverage FCC Environmental Funding and Section 106 contributions. **Health & Wellbeing Integration** • New leisure centre could have a health and wellbeing focus, integrating prescribed physical activity programmes, and spaces for clinicians, physios, PTs, and community health initiatives. • Opportunity to strengthen community organisations to promote physical activity and reduce social isolation. • The voluntary sector plays a vital role in promoting physical activity, social interaction, and reducing isolation. Efforts to strengthen infrastructure and capacity-building are encouraged, to support long-term sustainability.
Tourism Infrastructure	• Develop more entertainment, hospitality, and leisure options to strengthen both the lunch-time and night-time economy. Promote more independent retailers, food & beverage outlets, and experiential businesses. Café culture emerging but needs careful management to ensure safety. • Encourage family-friendly attractions like activity centres and cinemas. • Addressing the lack of visitor amenities such as accommodation, dining, and entertainment options to encourage longer stays. • Limited accommodation options hinder the potential for extended stays, which could otherwise boost the local visitor economy. • Develop mid-range options like a Travelodge or boutique hotels targeting business and leisure travellers, or even self-catering accommodations to encourage longer stays. • Explore rural accommodation options like glamping or eco-lodges to capitalise on Gedling's natural assets, such as Gedling Country Park, Bestwood Country Park, Papplewick Pumping Station, or Newstead Abbey. • Bestwood Lodge's potential as a tourism anchor should be reassessed – but requires significant improvement to the offer.
Transport and Connectivity	• Internal connectivity within the borough and between key areas is limited. More needs to be done to promote existing transport links, and to explore connectivity between green spaces, retail parks and leisure destinations, which is thought to be poor. • External accessibility for visitors, particularly for key visitor assets, is limited. Need to collaborate with bus operators and transport authorities to improve key routes and integrate Gedling into

Theme	Key messages / suggestions from the consultation
	broader transit networks. In some cases, on-demand transport systems are used to address specific gaps in the transport network. • Public transportation to such heritage destinations is fair, however, there is often a long walk from the drop off point to the site itself, and this is not manageable for many key audiences, such as families with young children, those with mobility needs or retired/older people. • Participants in public consultation have commented that their access to heritage and activities is limited by the lack of transport available in their area. Heritage assets such as Papplewick Pumping station and Newstead Abbey feel cut off from the urban areas of the Borough. • Heavy reliance on cars, especially in rural areas more disconnected from Arnold and the city. • Opportunity to encourage sustainable travel and active travel to visitor and leisure destinations. • Improved transport can help position Gedling has a hub for business, leisure and culture in the East Midlands. Long-term ambition to extend the Nottingham tram network into Gedling; proposed extensions include a route to Gedling village. • Provide resources such as maps, guided tours, and apps that highlight eco-friendly routes and points of interest. • Popular suggestion to transform disused railway lines into eco-friendly transport corridors that integrate the area's heritage, but this requires significant investment; includes the Mineral Line. • There is also a keen drive to extend the Nottingham tram system into the Borough, potentially using existing infrastructure of used railways. • Coordination with neighbouring areas and participation in regional initiatives will be critical, particularly collaboration on cross-border initiatives, such as transport infrastructure. The connections in the Borough with the national cycle route are strong. It passes many of the Borough's key heritage assets.
Town Centres	• Declining footfall is a pressing concern, but is reflective of broader national trends. Need to move beyond traditional retail to incorporate housing and leisure uses. • Integration of community amenities and services like GP practices and dentists, serving as community hubs in the villages focusing on experiential opportunities and social services. • Beyond Arnold, Gedling has smaller hubs like Mapperley and Carlton that could benefit from a similar investment approach. These areas could also host 'Community Hubs' that collocate different services, providing both functionality and a central location for nearby residents. • Some town centres struggle due to its proximity to retail parks, which diverts footfall from local businesses and markets. Need to promote independent shops, especially in areas like Netherfield, to differentiate high streets from retail parks and larger chains • Although markets and marketplaces have faced low attendance from traders and customers, UKSPF investment in a new market at Arnold's Amp has potential to revive the town centre. Management of the market needs to be reviewed. • Poorly maintained or vacant properties negatively impact the area's appearance and deter investment and visitors. Explore funding or auction options (e.g Bassetlaw) for improvements, or use space for pop-ups or art installations. • A lack of conservation areas or listed buildings limits the Council's influence over structural aesthetics. However, there is potential for creating a shop front design guide (being developed as part of Ambition Arnold), with accompanying grants, to standardise and uplift the visual appeal. • Negative perceptions fuelled by anti-social behaviour deter both shoppers and businesses. Improve lighting, security, and general maintenance to make high streets more attractive, as well as continuing Safer Streets initiatives.

Theme	Key messages / suggestions from the consultation
Skills and Employment	• Opportunity to create new jobs in leisure, hospitality and retail as part of an enhanced visitor/tourism offer. • As Gedling strengthens its town centres and visitor economy, demand for hospitality, tourism, and entertainment workers will grow. • As Gedling develops its town centres, a strong retail workforce will be needed. High street retail and hospitality face recruitment challenges, requiring targeted skills development. • However, public transport limitations restrict access to job opportunities, particularly in rural areas. • With an aging population and increased demand for care services, health and social care roles will also continue to grow. • Desire for targeted training for high-demand sectors with programmes to support young people in rural or underserved areas and improve access to training and job opportunities in the visitor economy. • Heritage projects could be used to provide opportunities for volunteers, including young people and diverse communities, to engage in storytelling, conservation, and tourism. • Emphasis on inclusive recruitment, supporting early retirees and those with caring responsibilities to re-enter the workforce.
Businesses	• SMEs play a crucial role in the visitor economy, yet they often face barriers to growth and require funding/training programs tailored to their evolving needs. • Need to consider a strategy for promoting existing businesses and their offers. • Encourage new businesses catering to tourists (e.g., outdoor activity providers, cafes, and artisan shops). • Need to consider a strategy for inward investment from external partners. • Uncertainty around post-UKSPF support. Need to continue offering reactive funding to support businesses with their evolving needs. • Encourage co-working spaces, start-up hubs, pop-up spaces - for remote workers and local businesses to diversify town centre spaces – including move-on space. Need to continue promoting available business space such as the Amp Enterprise Centre.
Accessibility and Inclusivity	• Some attractions are not fully accessible to visitors with additional needs. importance of providing accessibility information online so visitors can plan their trips accordingly. • Make tourism assets available and enjoyable for everyone, including individuals with disabilities and those with limited mobility. • Need to align with national goals to position Great Britain as the most inclusive destination worldwide, whilst emphasising sustainable tourism. • Accessibility is an issue at some heritage sites (e.g. Papplewick Pumping Station). • Opportunity to address specific demographics, such as immigrants, with tailored initiatives to integrate them and promote local pride. • Importance of having changing places toilets at key assets, particularly parks and open spaces.
Heritage	• Heritage assets are underutilised and lack investment compared to other areas, limiting their impact on tourism and community identity. • Gedling lacks an identity as a heritage destination. A coordinated approach is needed to connect heritage sites through interpretation and wayfinding. • Heritage Way is a popular proposal to connect rural areas and key heritage assets as well as supporting businesses that could take advantage of increased footfall. • Gedling Country Park has significant potential to develop a Heritage Centre that could include interpretation, including displays, educational spaces, and a café.

Theme	Key messages / suggestions from the consultation
	• A key priority is making historical knowledge more accessible to a wider audience and leveraging volunteer engagement. There is significant 'hidden heritage' that could be take advantage of to both engage residents in local culture, and to attract visitors from further afield. Forthcoming museum at Arnot Hill House could become a focal point to showcase local heritage including historical figures, social history etc. • Heritage sites are supported by small, disconnected "Friends" groups, leading to poor collaboration. A dedicated heritage network could unify these efforts, supporting community-led heritage projects, volunteering, education, and intergenerational engagement. • Develop events or festivals that celebrate Gedling's unique cultural and historical identity. Many potential or aspirational projects and ideas were brought forward during our consultation. These included conserving existing heritage assets and the creation of new ones. These included: • Enabling access to Mapperley Tunnel as a heritage attraction. • Developing Netherfield Lagoons as a heritage destination. • Evaluating the performance and operations of Calverton Folk Museum to make more of this asset. • Creating a dedicated heritage centre for the Borough, potentially located at Gedling Country Park. • Conservation of the covered reservoir at Papplewick Pumping Station. Expansion of the café at Bestwood Engine House to create a dedicated education space.

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1.0 Economic Growth Framework, Visitor Economy Destination, & Heritage Plans Consultation

1.1 Key Findings from the Community Survey

1.1.1 Economic Growth

Economic Strengths

- Key strengths include a robust independent retail sector, accessible green spaces, effective transport links, and strong community engagement.

Economic Challenges

- Main challenges involve high commercial rents, inadequate infrastructure, declining town centres, environmental issues, and the rising cost of living.

Economic Priorities

- Top priorities for growth are revitalising town centres (55.2%), enhancing area attractiveness (46.3%), improving sustainability (44.8%), fostering business growth (38.8%), and boosting tourism and leisure (35.8%).

1.1.2 Visitor Economy

Attractions in Gedling

- Gedling Country Park and Newstead Abbey are primary attractions, noted by 85.3% of respondents for their natural beauty and historical significance.
- Local events and markets also draw visitors, with 33.8% and 32.4% recognition, respectively.

Suggestions for Enhancement

- There is strong support for improving leisure and recreational activities (64.2%) and enhancing nature access (61.2%) to attract more visitors.
- Developing shopping experiences and exploring Gedling's industrial heritage and historical figures are seen as potential areas for growth.

Community and Infrastructure Recommendations

- Enhancements in visitor facilities, cleanliness, and accessibility are recommended, alongside more community-focused events to increase engagement and footfall.
- Specific suggestions include making historical sites more accessible, improving park facilities, and hosting more cultural events to showcase Gedling's unique offerings.

1.1.3 Heritage

Heritage Activities and Interests

- **Participation** - 76.6% of respondents engage in visiting heritage sites, showing strong interest in local history.
- **Popular Activities** - Trails and festivals (54.7% and 51.6%, respectively) and exhibitions and heritage tours (53.1% and 46.9%, respectively) are popular, indicating a preference for interactive and educational heritage experiences.

Themes of Interest

- **Social History** - The most popular theme, with 59.1% interest, suggesting a community eager to explore the broader social narrative of their area.
- **Industrial and Historical Figures** - 54.5% show interest in the industrial heritage of Gedling, particularly coal mining and railways. There is also an interest in key historical figures (34.3%).

Improving Heritage Access

- **Accessibility Needs** - Respondents emphasise improving physical access to heritage sites, suggesting enhancements like levelled pathways, more seating, and better public toilet facilities.
- **Educational and Community Engagement** - There is a call for more downloadable apps and information boards to provide interactive learning experiences. Community events like heritage open days and themed festivals are suggested to engage a wider audience and enrich the local heritage experience.

Unique Aspects of Gedling's Heritage

- The unique blend of industrial and literary heritage, coupled with the natural and urban landscape, offers diverse educational and cultural exploration opportunities. Community initiatives focusing on heritage events are highlighted as valuable for engaging all age groups and celebrating Gedling's rich history.

To inform the Economic Growth Framework, Visitor Destination Management Plan and Heritage Strategy, an online questionnaire was created and distributed through various channels by Gedling Borough Councils Communications Team as well as partner organisations.

The online survey was launched and distributed during the week commencing 9th January and remained open until the end of February. A total of 71 responses were received, providing valuable insight into the community's perspective on the borough. Respondents shared what they believe would benefit both the area and the wider community, as well as the types of improvements they would like to see to enhance the borough and the lives of its residents. An analysis by survey question is set out below.

1.2 Economic Growth

1.2.1 What do you think are the key strengths of the Gedling economy?

Key Strengths Identified

- **Local Businesses**: Independent retailers and small businesses were highlighted as key strengths.
- **Green Spaces**: The availability of parks and open spaces, such as Gedling Country Park, was a strong point.
- **Transport Links**: Good access to Nottingham and surrounding areas through public transport and road connections was cited as an asset.
- **Community Engagement**: Several responses mentioned community spirit and local business collaboration.

Specific Comments

- *"Variety of businesses, mainly independent retailers and plenty of green spaces."*
- *"Transport links, independent local businesses."*
- *"The growth in housing is critical, the Chase Farm development is vital."*
- *"Local small businesses, a variety of services including care, retail centres, and some visitor attractions."*

1.2.2 What do you think are the key challenges facing the Gedling economy?

Key Challenges Identified

- **Business Growth**: High commercial rent costs and competition from larger businesses were significant barriers to local business growth.
- **Infrastructure Issues**: Concerns over road conditions, inadequate public transport, and overcrowded schools.
- **Town Centre Decline**: Many noted the state of town centres, particularly Arnold, with vacant retail units and a lack of investment in revitalising these areas.
- **Environmental Concerns**: Issues such as littering and lack of green spaces in urban areas were raised as challenges.
- **Cost of Living**: The cost of living, alongside reduced local government services, was seen as a limiting factor for the local economy.

Specific Comments

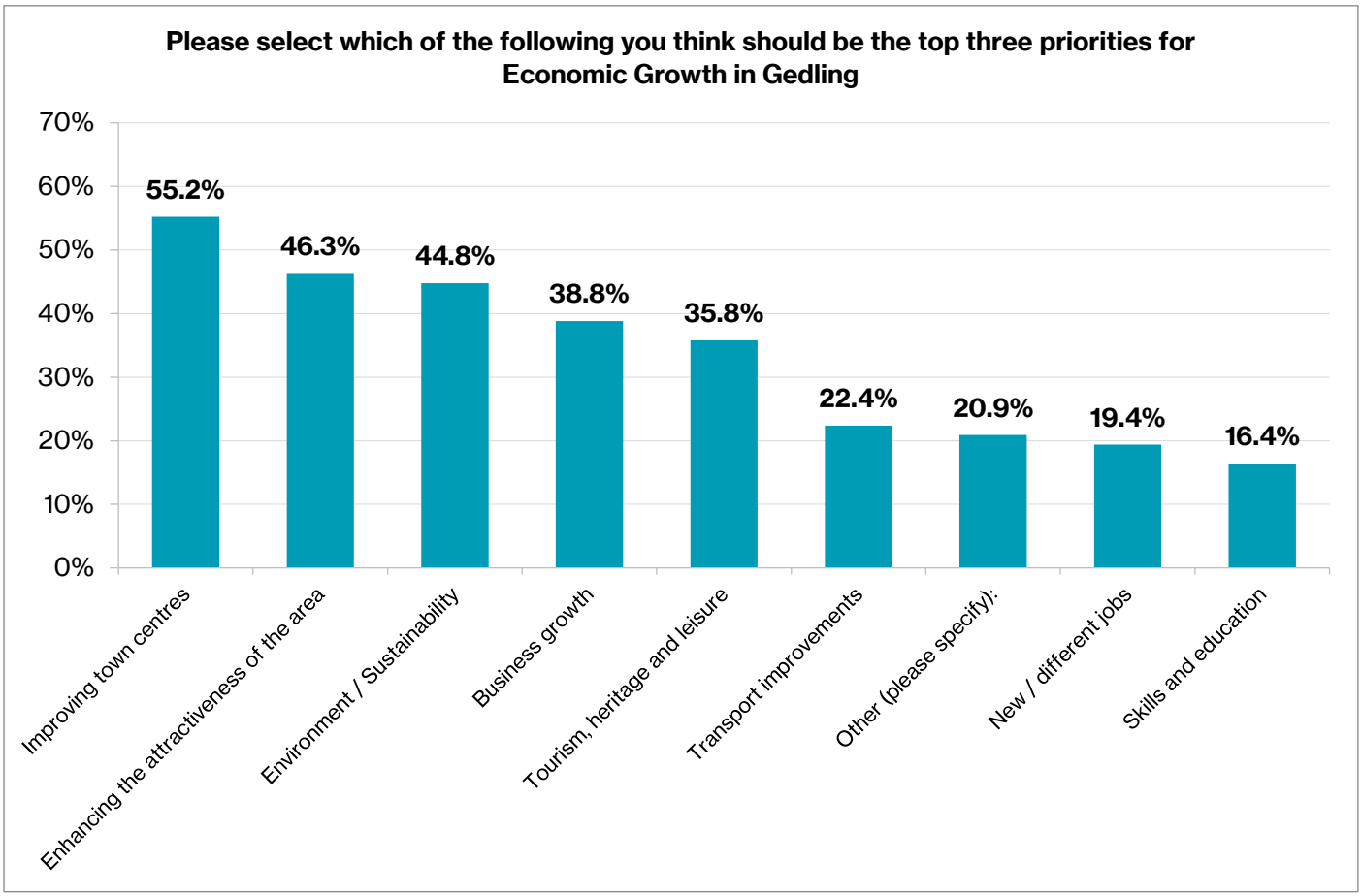
- *"Encouraging further business growth due to restrictions from public transport, lack of parking, and rising rent costs."*
- *"Lack of secondary school provision and flooding problems plus fixing roads."*
- *"The lack of industry."*
- *"Not enough local businesses or support for them, they seem to be pushed out by larger corporations."*
- *"Poor infrastructure such as roads and public transport."*

1.2.3 Please select which of the following you think should be the top three priorities for Economic Growth in Gedling. Business growth, enhancing the attractiveness of the area, environment / sustainability, improving town centres, new / different jobs, skills and education, tourism, heritage and leisure, transport improvements, Other (please specify):

Top Priorities for Economic Growth

- **Improvement of Town Centres (55.2%):** A significant number of respondents wanted to see local town centres revitalised, especially Arnold.
- **Enhancing the Attractiveness of the Area (46.3%):** Respondents wanted Gedling to become more appealing to visitors and residents through better public spaces and cleanliness.

- **Environment and Sustainability (44.8%):** Sustainability initiatives and improving green spaces were a focus for many.
- **Business Growth (38.8%):** Encouraging local business development was another key priority.
- **Tourism, Heritage and Leisure (35.8%):** Respondents highlighted the importance of developing Gedling's tourism, heritage, and leisure offerings, including cultural events and heritage site promotion.



Specific Comments

- *"Improve town centres, make the area more attractive for businesses and residents."*
- *"Focus on environmental sustainability, renewable energy projects, and green spaces."*
- *"We should encourage locally based events like the fayre in Carlton, which 30 years ago was fun. Maybe update the event to a steampunk, anime/charity-based festival."*
- *"There is a great opportunity to locate a digester at the bottom end of the country park, which could produce methane and compost. Also, look at power generation from mine waters in the old pit workings."*
- *"Antisocial behaviour needs addressing; it is putting people off the area."*
- *"The precinct is a mess and unwelcoming. The market is non-existent—attract proper stalls, not wax melt sellers. We need a fishmonger, cheesemonger, unprocessed bread or pasties."*
- *"Improving our road infrastructure is a top priority. Roads are scruffy, and patching is only ever temporary and a waste of money."*
- *"Activities for young people to get out and socialise. We need better and more up-to-date leisure centres—not old, run-down courts like Carlton."*
- *"Include natural heritage when looking at heritage."*
- *"Would also select improving town centres, tourism, heritage and leisure, and transport improvements."*

1.3 Visitor Economy

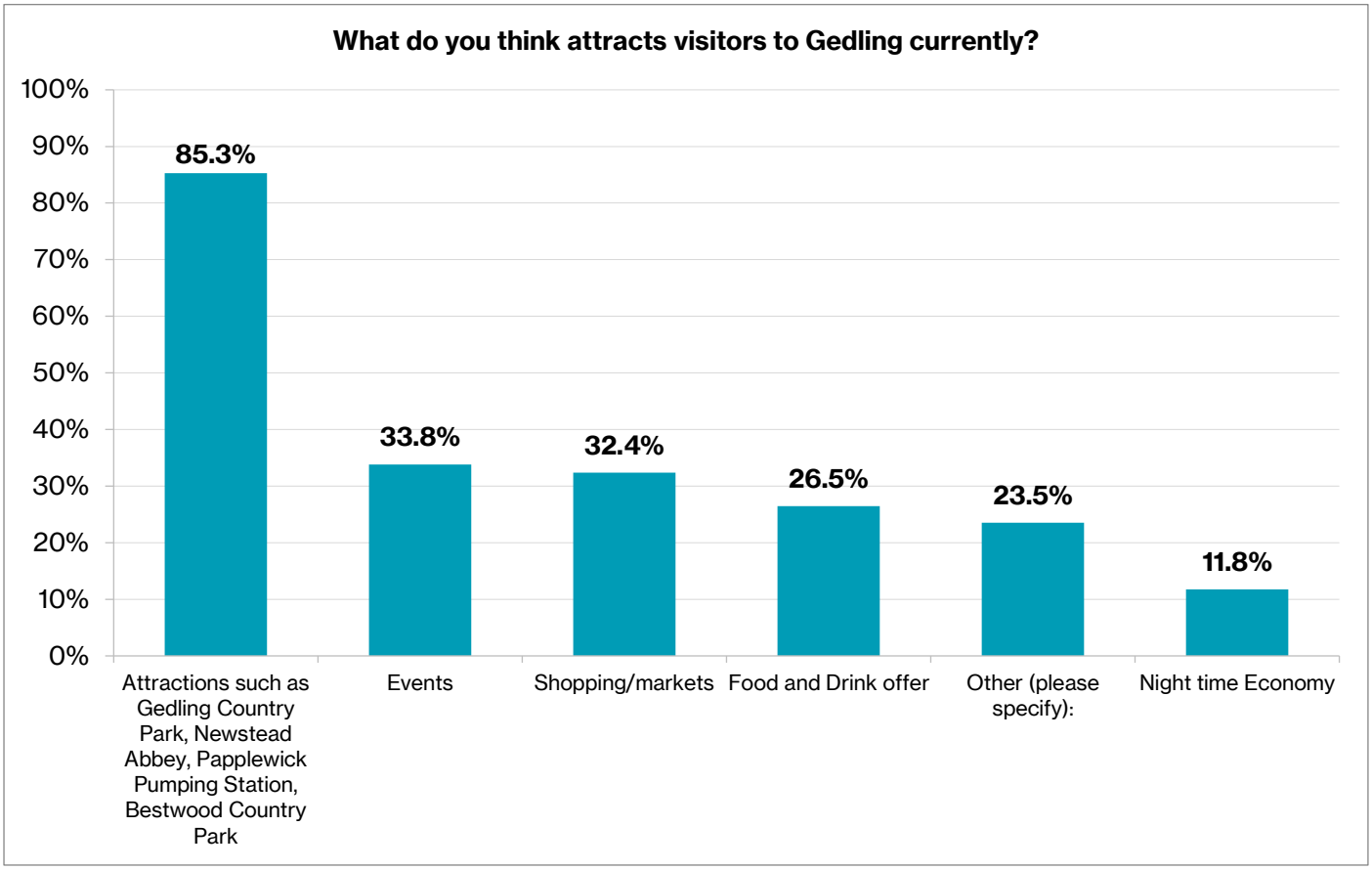
1.3.1 What do you think attracts visitors to Gedling currently?

Attractions Identified

- **Gedling Country Park and Newstead Abbey (85.3%):** These were the most commonly mentioned attractions, with respondents highlighting the natural beauty and historical value.
- **Events (33.8%):** Local events organised by businesses and community groups were also highlighted as key attractions.
- **Shopping and Markets (32.4%):** Local shopping areas and markets were identified as important draws.

Specific Comments

- *"Independent shops like Project pies on Carlton Hill street."*
- *"Leisure centres and library courses and cinema shows."*
- *"Themed weekends at Papplewick Pumping Station."*
- *"Well run recreation grounds and recent real improvements made to facilities at various recreation grounds."*



1.3.2 Are there any particular themes that could be developed to attract more people to visit Gedling or to spend longer in Gedling?

Suggestions for Improvement

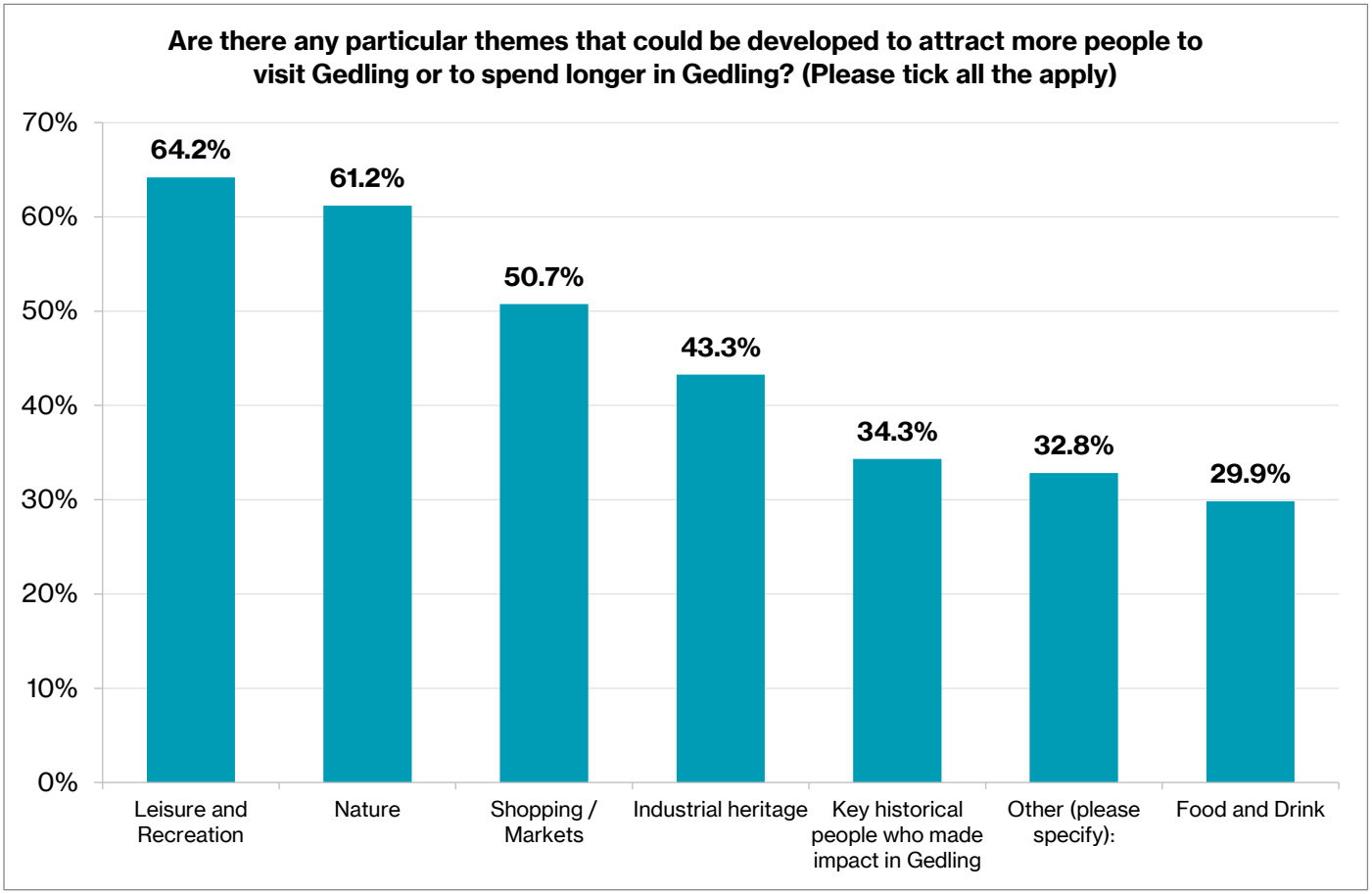
- **Better Leisure and Recreation (64.2%):** Most respondents see potential in developing leisure and recreational activities.
- **Nature (61.2%):** Highlighting natural attractions and enhancing access to green spaces was a major theme.
- **Shopping/Markets (50.7%):** Enhancing local shopping experiences and markets was also seen as attractive.
- **Industrial Heritage (43.3%) and Key Historical People (34.3%):** There's interest in exploring Gedling's industrial past and notable historical figures.

Key Comments

- Respondents suggested making heritage sites like Robin Hood's chair more accessible and improving cleanliness in public areas.
- Enhancements in cafes and recreational facilities were recommended, such as better customer service and dog-friendly policies.
- Events like family days and health promotions were proposed to increase visitor engagement.

Specific Comments

- *"Making more of things that can be free - river walks, the lagoons, improving old railway trails for walking with historical features."*



1.3.3 Do you have any other suggestions on how more people could be attracted to visit Gedling?

Suggestions for Attracting More Visitors

- **Community Events and Activities:** Frequent community-focused events throughout the year to cater to various interests and increase footfall.
- **Accessibility and Cleanliness:** Calls for better publicity, free parking, and enhanced cleanliness in towns and parks to improve overall attractiveness.
- **Infrastructure Improvements:** Suggestions include repairing roads, improving transport, and making public spaces more multi-use and dog-friendly.
- **Enhancing Local Attractions:** Proposals for more artisan markets, better food and drink facilities, and conservation-focused events to enrich visitor experience.

Specific Comments

- *"Make heritage sites more accessible, like Robin Hood's historical locations."*
- *"Focus on conservation events and improve facilities at local parks to attract families and nature enthusiasts."*
- *"Increase footfall through festivals and local markets that celebrate Gedling's unique culture and history."*

1.4 Heritage

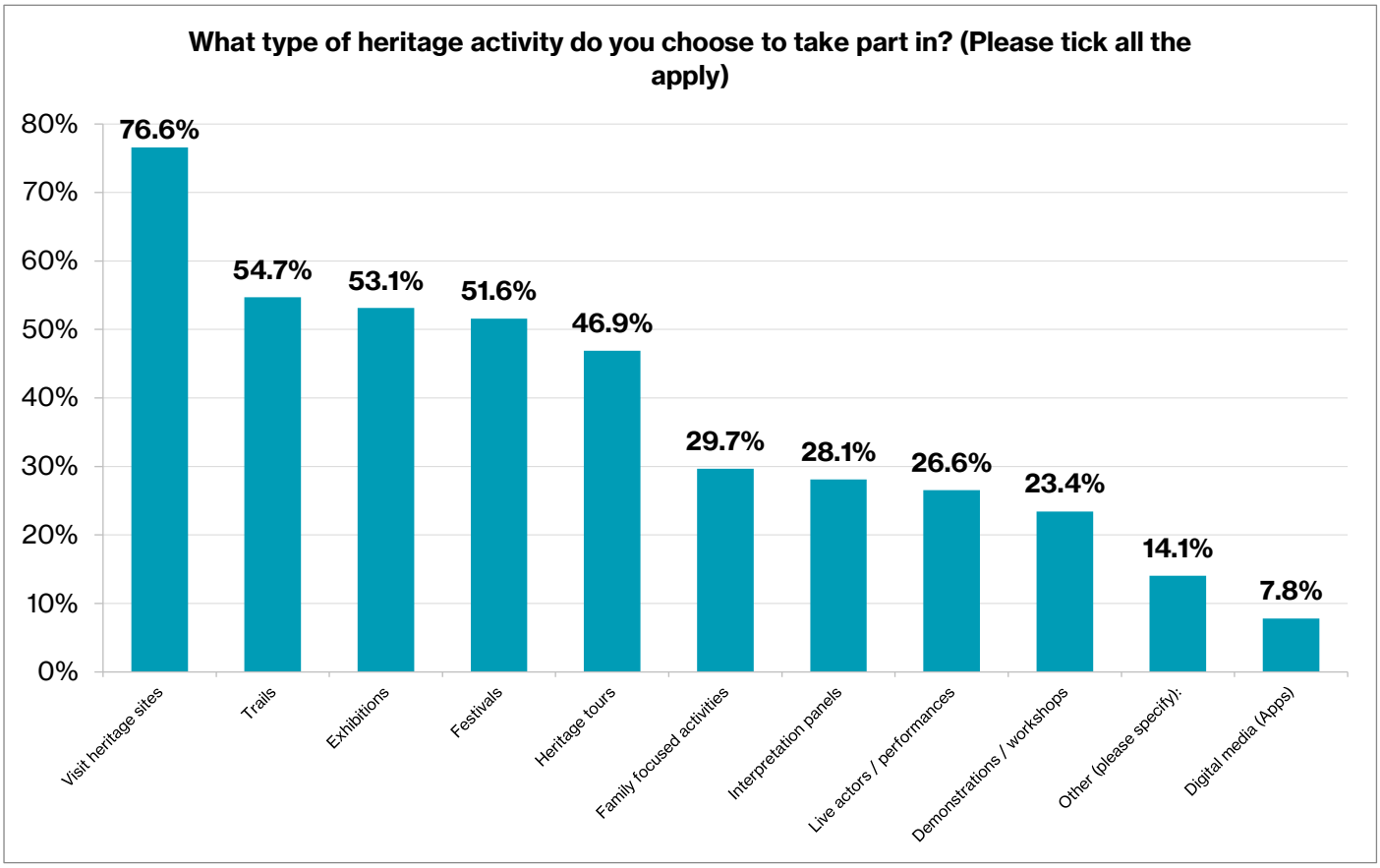
1.4.1 What type of heritage activity do you choose to take part in?

Heritage Activities

- **Heritage Site Visits (76.6%):** Most respondents actively participate in visiting heritage sites, indicating a strong interest in local history.
- **Trails and Festivals (54.7% and 51.6% respectively):** Trails and festivals are popular, suggesting a preference for engaging and interactive experiences.
- **Exhibitions and Heritage Tours (53.1% and 46.9% respectively):** Exhibitions and guided heritage tours are also favoured, emphasising the desire for educational activities.

Specific Comments

- *"Excellent guided walks offered by Nottingham Civic Society - can similar walks be developed for different areas of Gedling on themes like coal mining, the brick making industry, the 'Real Oliver Twist', the railway history, the lace making industry etc. The Smith banking family and the beautiful house they built."*
- *"Lots of walks, looking into history of our local area, how maps have change, the old railways, the mining industry, what has shaped us, pubs, restaurants and social events."*



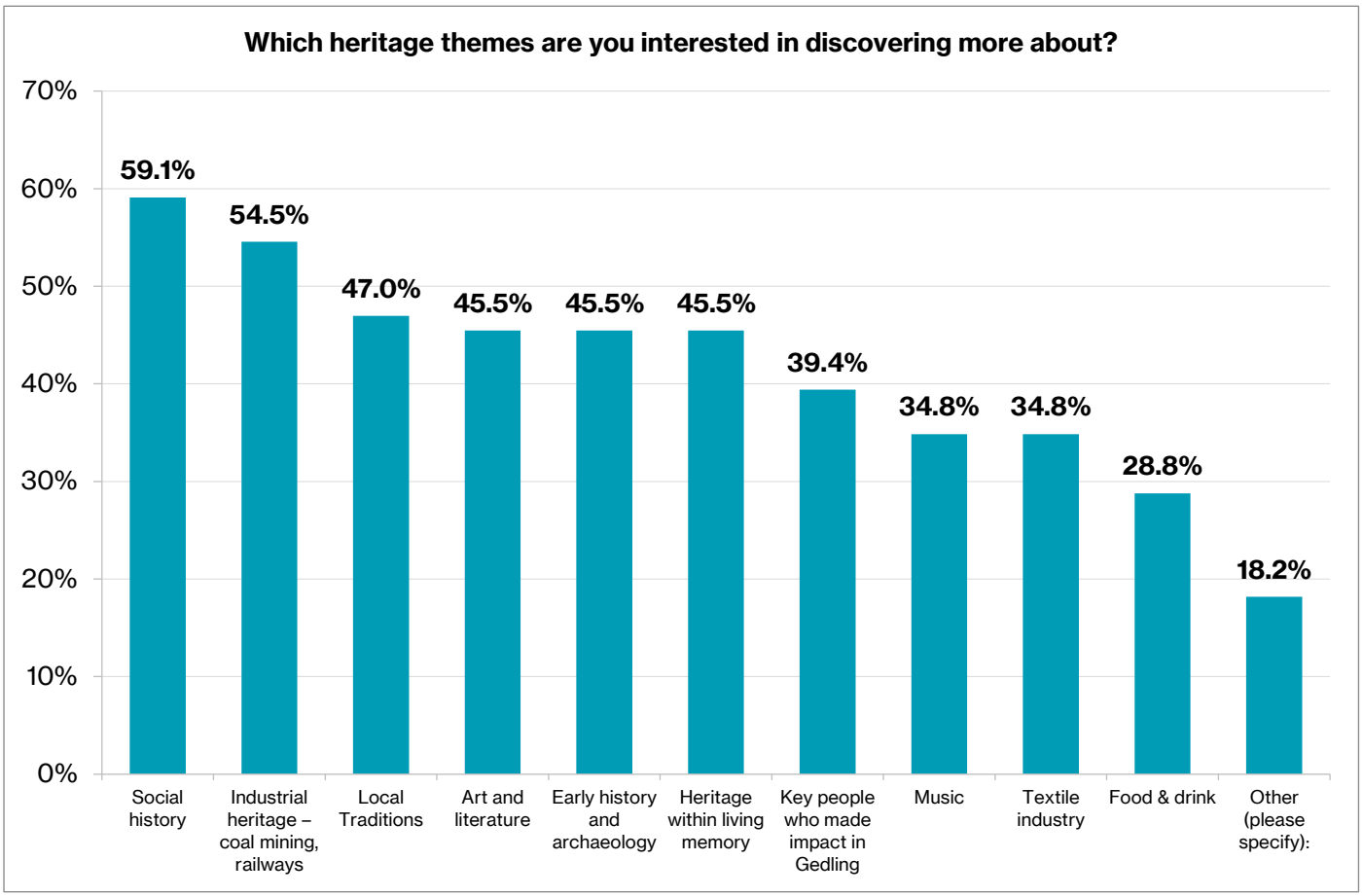
1.4.2 Which heritage themes are you interested in discovering more about?

Heritage Themes

- **Social History (59.1%):** The most popular theme, with a strong interest in the broader social history of the area.
- **Industrial Heritage – Coal Mining, Railways (54.5%):** Significant interest in Gedling's industrial past, particularly coal mining and railways.
- **Local Traditions (47.0%):** Half of the respondents are keen to explore local customs and traditions.
- **Art and Literature, Early History and Archaeology, Heritage within Living Memory (All 45.5%):** Close interest in the arts and early regional history and more recent heritage.

Specific Comments

- *"Rebels. Luddites etc. Labour history? From General Lud to the UDM, the borough has a fascinating working class history."*
- *"Gravestone reading."*
- *"Highlight framework homes and linking up to other areas like Ruddington's lace making, coal etc."*
- *"Crafts (history/heritage) - stained glass, soft furnishings, environmental/green heritage, diverse communities' contributions."*
- *"Industrial heritage - the brickyards. Natural history and heritage."*



1.4.3 How can access to heritage in Gedling be improved?

Suggestions for Improving Access to Heritage

- **Accessibility and Facilities:** Respondents emphasised the need for better physical accessibility, including levelled pathways, more seating, and accessible public toilets. Improved transport links and parking facilities were also highlighted.

Specific Comments

- *"I have health needs myself and would love to access the open spaces more...there are no public toilets or if so, only in one place so you cannot wander a trail, not enough seating for rest breaks."*
- *"Easy transport links not using cars."*
- *"EV charging stations at sites."*
- *"Panels with large fonts, and kept clean. Sites kept litter free."*
- *"Accessible pathways. Recognise the wildlife heritage - badgers, foxes, hedgehogs in urban environments."*
- *"Better advance publicity of events. Costumed volunteers demonstrating/talking about heritage crafts, life in the past."*
- *"Produce some walk leaflets that incorporate heritage assets."*
- *"Make pathways and pavements safe."*
- *"Make precinct safe and welcoming. Restore buildings."*
- *"More family-orientated literature and activities."*
- *"More information on how to access the sites/opening hours/busy & quiet times."*

1.4.4 What are the opportunities to share heritage in Gedling?

Opportunities Identified

- **Community Engagement:** Respondents emphasised the importance of heritage open days and community festivals as means to engage all age groups and showcase local history and talent.
- **Educational Initiatives:** Suggestions included the development of downloadable apps and information boards that offer interactive learning experiences about local heritage.
- **Enhancing Accessibility and Information:** Respondents noted the need for improved physical access to heritage sites, such as level pathways, and better publicity of events to attract a wider audience.

Specific Comments

- *"Heritage open days, we all want to snoop around places such as Gedling House, see archive records, old photos, learn more about the older traditions of the area."*
- *"More could be done to celebrate the heritage of the brickyards."*
- *"Encourage micro influencers, community events, farm market days, and a permanent site or sites for heritage activities."*
- *"Community events and festivals. Downloadable (not just an app) walking routes with heritage interests highlighted."*
- *"Pumping station open days."*
- *"I think festivals are good, but shared community events and partnerships are also important. For example, Arnold U3A runs a local history group who research information about the area, its history and industrial development which could contribute to other activities."*
- *"Social media marketing."*
- *"An app that people can follow as they walk around the area telling them about the history."*
- *"An adventure trail for families that allows children to follow the clues and complete a quiz."*

1.4.5 What is unique about heritage in Gedling?

Unique Heritage Aspects

- **Industrial and Literary Heritage:** Strong ties to the Industrial Revolution and literary figures offer unique educational and cultural exploration opportunities.
- **Natural and Urban Mix:** The area's blend of green spaces with industrial history creates a unique landscape for residents and visitors.
- **Community Initiatives:** Local enthusiasm for more heritage-focused events like open days and community festivals to better engage all age groups and celebrate Gedling's history.

Specific Comments

- *"We have a vast expanse of heritage from brickwork to coal to railways... but we do not seem to use this to its full potential."*
- *"The Trent, Ouse Dyke, The Dumble's, and Railway heritage are what make Gedling special."*
- *"Heritage open days are popular; people are keen to learn more about the older traditions of the area."*
- *"More can be done to celebrate the heritage of the brickyards and protect local wildlife like bat colonies and hedgehogs."*

- *"A permanent site for heritage activities would help raise awareness and appreciation for Gedling's history."*
- *"Link with Tolkien, his aunt lived on a farm in Gedling and some of his ideas for the Hobbit came from his local walks."*

1.5 Additional Comments

1.5.1 Is there anything else you would like to add?

Additional Comments

- **Community Engagement:** Respondents suggested quarterly meetings with the council to discuss local issues and ideas, emphasising community involvement in decision-making.
- **Environmental Concerns:** A focus on keeping areas clean and litter-free was prominent, with calls for lower business rates and tax relief to foster economic growth.
- **Event Accessibility:** There's a need for more events and activities tailored to working adults and couples without children, with better scheduling outside typical working hours.
- **Transportation:** Improved, affordable transport options were highlighted, especially between key areas like Arnold and Gedling.
- **Heritage Promotion:** Many expressed that Gedling's rich heritage, including historical sites and connections to notable figures, is underpromoted and could be leveraged more effectively.

Specific Comments

- *"Heritage open days are needed to showcase places like Gedling House and local history."*
- *"Focus should be on bringing jobs/leisure/events closer to where people live, making towns more vibrant."*
- *"Possibly an update of the Gedling Borough Guide to include more on its heritage."*
- *"With limited resources for the council, engage community even further - are there key focus groups that could be created up to help. Create wider steering committees, tap into the wealth of knowledge that business people have, especially those who have retired and have time to help. This is across a broad spectrum of experience and business types."*
- *"The towns in Gedling are essentially Nottingham suburbs. Focus should be on bringing jobs/leisure/events from the city to where people live."*

1.6 Summary

The comprehensive consultation summary from the Gedling Borough Council's Economic Growth Framework outlines community perspectives on local economic growth, the visitor economy, and heritage strategies. Key insights are split into the three themes and include:

Economic Growth - The local economy benefits from a foundation of independent businesses, abundant green spaces, and strong transport links, supported by an active community. However, significant barriers such as rising rental costs, infrastructure inadequacies, and town centre decline challenge further growth. The community's feedback highlights the need for strategic interventions to mitigate these issues and enhance economic stability.

Visitor Economy - Key attractions like Gedling Country Park and Newstead Abbey are pivotal in drawing visitors. There is a recognised potential to increase visitor numbers through enhanced leisure activities, improved shopping experiences, and expanded market offerings. Developing these aspects could make Gedling a more attractive destination for tourists and locals alike.

Heritage - Residents express a strong interest in accessing more engaging heritage activities. Popular suggestions include organising more open heritage days, developing educational applications, and improving the marketing of the area's rich historical and cultural sites. These initiatives could help deepen the local and visitor engagement with Gedling's heritage.

Community Feedback - Feedback indicates a community eager for more involvement in decision-making, suggesting regular meetings with the council to address local issues. Environmental concerns and the desire for more inclusive event planning also feature prominently, pointing towards a community focused on sustainability and equitable growth.

Theme	Key messages from local, regional and national strategies
Marketing and Promotion	• **EMCCA Local Visitor Economy Partnerships –** designed to focus on three core elements to boost the visitor economy, including promoting place and products to deliver an enhanced profile, greater reach and more visitors; and by realising the value of the sector, showing the wider benefits to the region. • **NCC Place Prospectus –** aims to develop a forward plan for branding and place marketing activity. • **Visitor Economy Framework (2022)** - Build a resilient, sustainable, and high-profile visitor economy leveraging Nottinghamshire's unique assets and themes. Create a clear identity and raise Nottinghamshire's profile. • **Nottinghamshire Visitor Economy Strategy (2019-2029) –** key priorities include marketing and promotion; aims to develop targeted campaigns to engage aspirational family travellers and heritage enthusiasts. • **Nottinghamshire Economic Transition Action Plan 2022-**2025 – aims to boost tourism through targeted marketing; and to attract and retain visitors through enhanced experiences. • **Gedling Economic Growth Framework (2022-2027) –** key priorities include the promotion of a cohesive visitor experience. **The Nottinghamshire Plan 2021-2031 –** Promotes Nottinghamshire as a cultural and natural destination while protecting and enhancing heritage sites and using cultural assets to foster community pride and attract visitors.
Parks and Open Spaces / Green Spaces	• **EMCCA Strategic Framework** - Support enhanced green spaces to welcome nature back into our communities • **Greater Nottingham Green and Blue Infrastructure Strategy (2022)** – ensures that strategic BGI and ecological networks are protected, created and enhanced, indicating where development should be sensitively managed for environmental reasons. The key principles driving the Strategy are the need for BGI to be strategically planned and managed to provide a comprehensive and integrated network. • **Gedling Green Space Strategy –** values parks and gardens as integral to the lives of the communities in which they are located. Encourages protection and conservation; the development of a green corridor network potentially using dismantled railway lines; and the creation of more circular routes – all as part of a network of 'green lungs' across the district. • **Strategic Outcomes Planning Model (SOPM) –** GBC vision for leisure, sport and wellbeing services. Incluides an ambition to ensure green spaces are good quality, safe and accessible. • **Playing Pitch & Outdoor Sport Strategy** - Enhances and expands green spaces to meet community needs and support sports development. • **Carbon Management Strategy Action Plan - 2010-2030** - Encourages sustainable tourism by integrating green spaces, active travel networks, and environmentally conscious developments into visitor offerings. • **Strategic Outcomes Planning Model Strategy** - Promotes recreational tourism by enhancing green spaces and integrating leisure with heritage. • **Visitor Economy Framework (2022)** - It focuses on leveraging its unique selling points, including green spaces. • **NCC Net Zero Framework** - Promotes sustainable tourism through green spaces, active travel, and eco-friendly visitor experiences.
Leisure and Wellbeing	• **GBC Economic Growth Framework 2022-2027 –** identifies longer-term ambitions to redevelop and renew facilities in Gedling.

Theme	Key messages from local, regional and national strategies
	• **Strategic Outcomes Planning Model (SOPM) –** GBC vision for leisure, sport and wellbeing services in response to Sport England guidance for public sector leisure to transition from a leisure service to active wellbeing services. This approach is built on: social prescribing, co-location, delivery of preventative activity, and collaboration through Integrated Care Systems. Also includes an ambition for leisure centres to be carbon neutral by 2030. • **Playing Pitch and Outdoor Sport Strategy –** aims to protect the existing supply of outdoor sport provision and ancillary services; to enhance provision and facilities through improving quality and management of sites; and to provide new provision and facilities where there is demand to do so. • **Ambition Arnold –** aims to redevelop leisure, library and theatre facilities into a vibrant community hub in Arnold. • **GBC Leisure Strategy (Emerging) –** includes a drive towards business growth including new facilities in the long-term for leisure and theatre as a means of increasing footfall. **Sport and Physical Activity Strategy –** key priorities include facilities modernisation, comprising the upgrade of leisure centres to meet modern standards and sustainability goals.
Tourism Infrastructure	• **EMCCA Local Visitor Economy Partnerships –** designed to focus on three core elements to boost the visitor economy, including developing the offer, for example, hotel accommodation and live venues, conference facilities etc. • **Strategic Outcomes Planning Model Strategy** - Infrastructure: Replace outdated facilities with modern, sustainable centres. • **Playing Pitch & Outdoor Sport Strategy** - Supports economic growth through investments in sports infrastructure. **Visitor Economy Framework (2022)** - Invest in Place with sustainable and accessible tourism infrastructure.
Transport and Connectivity	• **EMCCA Strategic Framework** - Build new and coherent transport links for better and more sustainable access to our economic hubs such as market towns. • **EMCCA Place Prospectus** – expand transport networks. • **Visitor Economy Strategy (2019)** – Increase transport options. • **Gedling Sport & Physical Activity Strategy –** identifies GBC service areas that link to utilising the active environment, including potential recreational routes on former railway lines; and connecting walking/cycling routes to future housing development sites. • **Ambition Arnold –** regeneration strategy including improvements to pedestrian and cycling access, parking facilities, and wayfinding. • **Strategic Outcomes Planning Model (SOPM) –** GBC vision for leisure, sport and wellbeing services. Incluides an ambition for employers to support workers to be active throughout their day and promote active travel initiatives to travel to work. Also includes an ambition to improve health and wellbeing through walking and cycling. Also looks to enhance accessibility and integrates sustainable transport solutions. • **The Nottinghamshire Plan 2021-2031** - The Nottinghamshire Plan includes nine ambitions one of which is improving transport across the region. • **NCC Net Zero Framework** - Expand EV infrastructure and promote public and active travel. • **Nottingham Economic Growth Plan 2024-2030** - Improve transport connectivity. There is an opportunity to increase active travel initiatives in line with national, local walking, cycling and green strategies as well as any new housing or town developments. It is worth noting that the hilly topography of the Borough may act as a deterrent to cycling for some residents.

Theme	Key messages from local, regional and national strategies
Town Centres	• **Gedling Plan 2023-2027** - Promotes tourism through improved, vibrant town centres while preserving heritage in town centres. • **Ambition Arnold –** regeneration strategy including improvements to community and cultural spaces, including leisure, library and theatre facilities into a vibrant community hub in Arnold,, plus public realm enhancements. • **NCC Place Prospectus –** identifies the need for a programme of town centre regeneration, using existing assets to unlock opportunities.
Skills and Employment	• **Strategic Outcomes Planning Model (SOPM) –** GBC vision for leisure, sport and wellbeing services. Incluides an ambition for the sport, leisure and physical activity sector have a diverse, well trained, professional workforce and voluntary sector. • **Visitor Economy Framework (2022)** - Invest in People by encouraging employment in the tourism industry. • **Nottinghamshire County Councils Visitor Economy Framework (2022)** - Invest in People - Skills, inclusivity, and employment in tourism. • **Gedling Plan 2023-2027** - Economy: Skills development, business support, and tourism to boost the economy. • **Nottinghamshire Economic Transition Action Plan 2022-2025 -** Equip residents with skills for employment and support vulnerable groups to drive job creation and investment. • **EMCCA Strategic Framework** - Support businesses to create more and higher paid sustainable jobs so that our citizens are able to access the jobs they want within the area. • **Gedling Plan 2023-2027** - Supports local business growth, town centre revitalisation, and initiatives to boost local skills and employment opportunities.
Business	• **Visitor Economy Framework (2022)** - Supports business growth within the tourism sector through strategic promotions and developments. • **Gedling Plan 2023-2027** - Supports local business growth through town centre revitalisation. • **Ambition Arnold** - Encourages business growth, reduces commercial vacancies, and creates a hub for cultural and economic activity. • **Nottinghamshire Economic Transition Action Plan 2022-2025** - Promotes business resilience while aiming to provide tailored support for growth and resilience. **Nottinghamshire Inward Investment Framework (2023)** - Enhance local business environments to attract investment.
Accessibility and Inclusivity	• **Tourism Sector Deal -** The UK government has stated its ambition to become the most accessible tourism destination in Europe by 2025, aiming to significantly increase the number of international disabled visitors by a third through initiatives focused on improving accessibility across the country. • **Strategic Outcomes Planning Model (SOPM) –** GBC vision for leisure, sport and wellbeing services. Incluides an ambition for leisure provision to be inclusive and accessible to all people across the Borough; and to support people that need it most to be physically active. • **Gedling Heritage Strategy –** ensure that heritage assets are well-maintained and accessible, with a focus on engaging volunteers and local groups. • **Sport and Physical Activity Strategy 2022-2025 –** aims to create inclusive, accessible spaces that encourage active lifestyles while addressing social and economic barriers to participation. • **Playing Pitch & Outdoor Sport Strategy –** positions Gedling as a leader in accessible, high-quality sports provision.

Theme	Key messages from local, regional and national strategies
Heritage	• **EMCCA – The Inclusive Growth Commission** - Leverages the region's industrial and innovative heritage as a foundation for inclusive, sustainable development. • **EMCCA Place Prospectus** - Incorporates heritage preservation into development projects, enhancing cultural significance while integrating sustainable practices and community engagement. • **East Midlands Visitor Economy** - Supports cultural and heritage assets, integrating them into the visitor strategy to amplify their local, national, and international appeal. • **Gedling Borough Heritage Strategy (2018)** - Focuses on preserving and promoting local heritage for educational and community benefits. • **Visitor Economy Framework (2022)** – Celebrates rich heritage, including literary figures, medieval sites, and industrial innovation, positioning these assets as core to the visitor experience. • **Visitor Economy Strategy (2019)** - Integrate Nottinghamshire's rich heritage into visitor experiences, such as themed trails and educational programmes, while preserving historic sites. • **The Nottinghamshire Plan 2021-2031** - Promotes Nottinghamshire as a cultural and natural destination while protecting and enhancing heritage sites and using cultural assets to foster community pride and attract visitors. • **Nottinghamshire Housing Strategy 2024-2029** - Supports heritage preservation through integration into community planning, ensuring historical assets remain part of thriving, modern neighbourhoods. • **Nottinghamshire Economic Transition Action Plan 2022-2025** - Integrates heritage preservation with economic development, leveraging cultural assets to create vibrant, sustainable communities. • **Nottingham Economic Growth Plan 2024-2030** - Incorporates heritage sites into regeneration plans, boosting tourism and preserving historical assets for community benefit. • **NCC Inward Investment Framework 2023** - Integrates heritage and sustainability, enhancing the region's appeal for investors and tourists while preserving its unique cultural and historical assets. • **NCC Net Zero Framework** - Integrates heritage conservation into climate strategies, promoting low-carbon retrofits and using heritage assets to foster environmental education. • **NCC Digital Connectivity Framework 2024** - Utilises technology to preserve heritage, offering digital accessibility. • **Ambition Arnold –** regeneration strategy including improvements to sustainability and heritage, including the promotion of energy-efficient developments and to celebrate Arnold's historical character through thoughtful design. • **GBC Economic Growth Framework 2022-2027 –** expressed a long-standing desire to promote the heritage of Gedling via a borough-wide heritage and visitor route.

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Equality Impact Assessment: Gedling Visitor Economy Destination Management - June 2026

Gedling Visitor Economy Destination Management - June 2026					
The main objective of	The Visitor Economy Destination Management Plan outlines the ambitions and targets for Gedling's visitor economy over for 2026-2030. The Plan sets out a number of actions that could maximise the benefits of the visitor economy to support growth across the Borough. These aim to drive economic growth, enhance cultural vibrancy, and improve sustainability in Gedling's visitor economy. The DMP has been produced alongside a new Economic Growth Framework for 2026-2030 and should be viewed collectively. These documents collectively demonstrate a strong ambition and opportunity to grow Gedling's visitor economy and ensure that a cohesive overarching ambition for Gedling Borough is created.				
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 Gedling VEDMP promotes inclusive growth by: • Improving access to employment and skills. • Supporting disadvantaged communities. • Addressing inequalities across different areas of the Borough.
	Internal			Yes	
Gender Reassignment	External			Yes	The Council will continue to ensure there is inclusivity and comprehensive opportunities to engage in the development of any projects that fall within the

					proposals set out in the Gedling VEDMP and will not differentiate between persons who share a relevant Protected characteristic. .
	Internal			Yes	
Age	External			Yes	The Council will continue to ensure that the voices of different groups (including young people and seniors) are included in the development of the Gedling VEDMP.
	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 Gedling VEDMP and will not differentiate between persons who share a relevant Protected characteristic.
	Internal			Yes	
Disability					
	External				The Council will continue to ensure there is inclusivity and comprehensive opportunities to engage in the development of any projects that fall within the proposals set out in the Gedling VEDMP and will not differentiate between persons who share a relevant Protected characteristic.
	Internal			Yes	
Race & Ethnicity	External			Yes	The Council will continue to ensure there is inclusivity and comprehensive opportunities to engage in the development of any projects that fall within the

					proposals set out in the Gedling VEDMP and will not differentiate between persons who share a relevant Protected characteristic.
	Internal			Yes	
Sexual Orientation	External			Yes	The Council will continue to ensure there is inclusivity and comprehensive opportunities to engage in the development of any projects that fall within the proposals set out in the Gedling VEDMP and will not differentiate between persons who share a relevant Protected characteristic.
	Internal			Yes	
Religion or Belief (or no Belief)	External			Yes	The Council will continue to ensure there is inclusivity and comprehensive opportunities to engage in the development of any projects that fall within the proposals set out in the Gedling VEDMP and will not differentiate between persons who share a relevant Protected characteristic.
	Internal			Yes	
Pregnancy & Maternity	External			Yes	The Council will continue to ensure there is inclusivity and comprehensive opportunities to engage in the development of any projects that fall within the proposals set out in the Gedling VEDMP 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 will continue to ensure there is inclusivity and comprehensive opportunities to engage in the development of any projects that fall within the proposals set out in the Gedling VEDMP 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

Authorisation and Review

Completing Officer	Nathan Wall
Authorising Service Manager	Nathan Wall
Date	20 06 2026
Review date (if applicable)	

Gedling Borough Council

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Report to Cabinet

Subject: Anti-Fraud and Corruption Strategy

Date: 16 July 2026

Author: Chief Finance Officer and Section 151 Officer

Purpose

To present the Anti-Fraud and Corruption Strategy and its supporting appendices, including the Whistleblowing Policy Summary, Fraud Response Plan, Anti-Fraud and Corruption Action Plan 2026-27 and Anti-Money Laundering Policy, for approval by Cabinet.

Recommendation(s)

THAT Cabinet:

1. Approves the Anti-Fraud and Corruption Strategy and its supporting appendices.
2. Notes that the strategy provides an updated corporate framework for preventing, detecting, investigating and responding to fraud, bribery, corruption and wider economic crime.
3. Gives authority to the Chief Finance Officer, in consultation with the Monitoring Officer, to make minor amendments to reflect legislative, organisational or operational changes to the documents.

1 Background

1.1 The Council has a statutory and fiduciary responsibility to safeguard public funds, assets and governance arrangements and to maintain proportionate and effective counter fraud controls.

1.2 The Anti-Fraud and Corruption Strategy has been refreshed to align with CIPFA good practice, Fighting Fraud and Corruption Locally and the relevant legislative framework, including the Economic Crime and Corporate Transparency Act 2023. It has also been updated following

recommendations arising from the Internal Audit review in order to strengthen the Council's counter fraud framework and supporting arrangements.

1.3 The refreshed framework reflects:

- the CIPFA Code of Practice on Managing the Risk of Fraud and Corruption
- the Council's zero-tolerance approach to fraud, bribery, corruption and wider economic crime
- the reasonable procedures themes associated with the failure to prevent fraud offence effective from 1 September 2025
- supporting appendices covering whistleblowing, fraud response, a 2026-27 action plan and anti-money laundering arrangements.

1.4 The strategy forms part of the Council's wider governance and assurance framework and supports Audit Committee oversight of fraud risk, counter fraud arrangements and continuous improvement.

2 Proposal

2.1 The Anti-Fraud and Corruption Strategy sets out the Council's corporate framework for preventing, detecting, investigating and responding to fraud, bribery, corruption and wider economic crime. It has already been reviewed by Audit Committee and is recommended for adoption by Cabinet.

2.2 The strategy promotes a risk-based approach built around:

- strong leadership and a clear tone from the top
- fraud risk assessment and proportionate controls
- due diligence, secure systems and effective reporting routes
- proactive counter fraud activity, proper investigation and organisational learning
- monitoring, assurance and regular review through the governance framework

2.3 The strategy is supported by appendices comprising a Whistleblowing Policy (which is a separate policy document on tonight's agenda),a strengthened Fraud Response Plan, an Anti-Fraud and Corruption Action Plan 2026-27 and an Anti-Money Laundering Policy, providing a clearer framework for prevention, response, assurance and continuous

improvement.

2.4 The Fraud Response Plan strengthens the Council's arrangements for handling allegations or suspicions of fraud, bribery, corruption or related irregularity by setting out the immediate actions to be taken, the escalation routes, the roles of key officers, the need to secure evidence and records promptly, and the approach to investigation, referral, recovery and organisational learning. It is intended to support a prompt, proportionate and well-governed response and to ensure that matters are handled consistently and fairly.

2.5 The Anti-Fraud and Corruption Action Plan 2026-27 translates the strategy into a practical programme of improvement and assurance activity. It sets out specific actions, lead responsibilities, target measures, timescales and RAG status across the key themes of leadership and governance, fraud risk assessment, reasonable procedures, third-party due diligence, awareness and training, data-led proactive work, whistleblowing and reporting, and monitoring and assurance. This provides a clear basis for management oversight, Senior Leadership Team discussion and Audit Committee reporting during the year.

2.4 Approval of the strategy and its supporting appendices will provide assurance that the Council has an up-to-date and coherent counter fraud framework aligned with current legislation, professional good practice and organisational expectations, together with a practical response plan and monitored improvement programme for 2026-27.

3 Alternative Options

3.1 Do nothing and retain the existing Strategy – this is not recommended as it may not reflect current risks or best practice.

3.2 Produce a partial update – this has been discounted in favour of a full refresh to ensure consistency and clarity.

4 Financial Implications

4.1 There are no direct additional financial implications arising from approving the revised Strategy.

4.2 Effective counter-fraud arrangements contribute to financial resilience by preventing losses and protecting public funds.

4.3 Any resource implications arising from enhanced activity will be managed within existing budgets.

5 Local Government Reorganisation Implications

5.1 The Strategy provides a consistent framework that can support any future local government reorganisation arrangements.

5.2 It ensures alignment of counter-fraud principles across potential new organisational structures.

5.3 The approach supports resilience and continuity of governance arrangements.

6 Legal Implications

6.1 The strategy supports the Council's wider governance responsibilities and reflects the relevant legal framework, including the Public Interest Disclosure Act 1998, Proceeds of Crime Act 2002, Fraud Act 2006, Bribery Act 2010 and the Economic Crime and Corporate Transparency Act 2023.

6.2 It also aligns with the CIPFA Code of Practice on Managing the Risk of Fraud and Corruption and Fighting Fraud and Corruption locally, and reflects the reasonable procedures themes associated with the failure to prevent fraud offence that came into force on 1 September 2025.

6.3 The Monitoring Officer has been consulted in the preparation of the strategy and supporting documents.

7 Equalities Implications

7.1 There are no direct adverse equalities implications arising from this report. Clear reporting routes and a speak-up culture help ensure concerns can be raised appropriately by staff and others acting on behalf of the Council.

7.2 The supporting arrangements include whistleblowing and reporting routes intended to be accessible, clear and supportive of concerns raised in good faith.

8 Carbon Reduction/Environmental Sustainability

8.1 There are no direct environmental implications arising from this report.

9 Appendices

9.1 Appendix 1 - Whistleblowing Policy Summary;

Appendix 2 - Fraud Response Plan;

Appendix 3 - Anti-Fraud and Corruption Action Plan 2026-27;

Appendix 4 - Anti-Money Laundering Policy

Statutory Officer approval

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

Approved by:
Date:
On behalf of the Monitoring Officer

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Anti-Fraud and Corruption Strategy

Gedling Borough Council

June 2026

This strategy sets out the Council's corporate framework for preventing, detecting, investigating and responding to fraud, bribery, corruption and wider economic crime. It supports strong governance, protects public funds and aligns with CIPFA good practice and the relevant legislative framework.

Executive Summary

This Anti-Fraud and Corruption Strategy sets out Gedling Borough Council's corporate approach to preventing, detecting, investigating and responding to fraud, bribery, corruption and wider economic crime. It is designed to protect public funds, public assets and public confidence, and to provide a clear framework for governance, accountability, reporting and continuous improvement.

- The strategy is aligned to the CIPFA Code of Practice on Managing the Risk of Fraud and Corruption and **Fighting Fraud and Corruption Locally**, reflecting recognised good practice for local government.
- It references the key legislative framework, including the **Fraud Act 2006**, the **Bribery Act 2010**, the **Public Interest Disclosure Act 1998**, the **Proceeds of Crime Act 2002**, and the **Economic Crime and Corporate Transparency Act 2023**, including the **failure to prevent fraud** offence that came into force on **1 September 2025**.
- The Council adopts a zero-tolerance approach and expects high standards of honesty, integrity and accountability from members, employees, contractors, suppliers, partners and others acting on its behalf.
- The strategy promotes a risk-based approach built around strong leadership, fraud risk assessment, proportionate controls, due diligence, effective reporting routes, proactive counter fraud activity, proper investigation and organisational learning.
- It reflects the reasonable procedure's themes associated with the failure to prevent fraud offence: top-level commitment, risk assessment, proportionate

procedures, due diligence, communication8 and training, and monitoring and review.

- The accompanying appendices provide supporting detail through a whistleblowing summary, a fraud response plan, a practical anti-fraud and corruption action plan for 2026-27, and a standalone anti-money laundering policy.
- Together, the strategy and appendices provide the Council with a clear framework for prevention, response, assurance and continuous improvement.

Table of Contents **Page**

Executive Summary 1

1. Introduction 4
1.1 Legislative and Regulatory Framework

2 Policy Statement 6

3 Culture 7

4 Responsibilities 7
4.1 Overall Responsibility
4.2 Reasonable Procedures and Associated Persons

5 Prevention 8
5.1 Council Approach to prevention

6 Reporting Concerns 11

7 Detection and Investigation 11
7.1 Investigation and response
7.2 Learning and Recovery

8 Training and Communications 12

9 Monitoring and Review 12

10 Associate Policies 13

Appendices
Appendix 1 Whistleblowing Policy Summary 14

Appendix 2 Fraud Response Plan 15

Appendix 3 Anti-Fraud and Corruption Action Plan 2026-27 17

Appendix 4 Anti-Money Laundering policy 20

1. Introduction

1.1 Legislative and Regulatory Framework

The Council's counter fraud arrangements are shaped by a range of statutory, regulatory and professional requirements. This strategy should therefore be read in the context of the legal framework for fraud, bribery, corruption, economic crime, whistleblowing, recovery of criminal property, and good governance in local government. In particular, the Council recognises the importance of maintaining proportionate and well-evidenced controls that reflect both CIPFA good practice and the expectations associated with the Economic Crime and Corporate Transparency Act 2023.

- **Public Interest Disclosure Act 1998** – supports protection for individuals who raise concerns in the public interest.
- **Proceeds of Crime Act 2002** – provides powers relevant to the recovery of criminal property and the handling of criminal proceeds.
- **Fraud Act 2006** – establishes the principal criminal offences of fraud, including fraud by false representation, fraud by failing to disclose information, and fraud by abuse of position.
- **Bribery Act 2010** – provides the framework for preventing and addressing bribery and includes the corporate offence of failure to prevent bribery.
- **Economic Crime and Corporate Transparency Act 2023** – strengthens the UK response to economic crime and introduced the corporate offence of **failure to prevent fraud**, effective from **1 September 2025**. The Council will have regard to the reasonable procedure's principles associated with that offence, including top-level commitment, risk assessment, proportionate procedures, due diligence, communication and training, and monitoring and review.
- **Local Government legislation and governance requirements** – place duties on the Council to secure proper administration of its financial affairs, maintain sound internal control, and uphold high standards of conduct and governance.
- **Public Sector Fraud Authority** – provides leadership, guidance, standards and initiatives to help public bodies understand, prevent, detect and respond to fraud against the public sector. This includes support for data-led prevention, fraud risk assessment, counter fraud capability and the operation of the National Fraud Initiative.
- **CIPFA Code of Practice on Managing the Risk of Fraud and Corruption** and **Fighting Fraud and Corruption Locally** – provide the professional good practice framework that underpins this strategy and its implementation.

The reasonable procedures model is the framework set out in UK government guidance to help organisation's prevent fraud committed by employees or other associated persons for the organisation's benefit or, in some cases, for the benefit of a client. It is not a fixed checklist; rather, it is a set of six risk-based principles intended to help

organisation's design, evidence and keep under review proportionate fraud prevention arrangements that reflect their size, structure, activities and exposure to risk.

- **Top-level commitment** – senior leadership should set a clear tone that fraud is unacceptable, support an open and ethical culture, and ensure fraud prevention is taken seriously across the organisation.
- **Risk assessment** – organisation's should identify and assess where and how fraud risks may arise, including risks linked to services, transactions, third parties, incentives and control weaknesses.
- **Proportionate risk-based fraud prevention procedures** – controls and procedures should be designed in proportion to the risks identified, with practical measures that are realistic, targeted and capable of operating effectively.
- **Due diligence** – organisation's should carry out appropriate checks on employees, contractors, suppliers, agents, partners and other associated persons, particularly where activities are higher risk.
- **Communication and training** – policies, expectations and reporting routes should be communicated clearly, with training and awareness activity tailored to the level of fraud risk and the roles involved.
- **Monitoring and review** – organisation's should test, review and update their arrangements regularly so that they remain effective, reflect lessons learned and respond to changing risks.

Gedling Borough Council is committed to protecting public funds, public assets and public trust. Fraud, bribery, corruption and wider economic crime divert resources from essential local services, damage confidence in the Council and undermine effective governance. This strategy sets out how the Council will prevent, detect, investigate and respond to fraud and corruption across its services, systems, partnerships, companies, contractual arrangements and wider delivery models.

The strategy aligns with the principles of **Fighting Fraud and Corruption Locally** and the CIPFA Code of Practice on Managing the Risk of Fraud and Corruption. It reflects the expectation that counter fraud arrangements should be led from the top, integrated into governance and risk management, informed by regular fraud risk assessment, supported by proportionate controls and resources, and strengthened through reporting, action and continuous review.

The Council recognise's the significance of the **Economic Crime and Corporate Transparency Act 2023**, including the corporate offence of **failure to prevent fraud** that came into force on **1 September 2025**. Although that offence applies directly to organisation's meeting the statutory threshold, the Council regards the associated reasonable procedures model as relevant good practice for public sector fraud prevention and for the management of risks arising from employees, contractors,

suppliers, agents, delivery partners and other associated persons acting on the Council's behalf or in connection with Council business.

The Council adopts a zero-tolerance approach to fraud, bribery, corruption and dishonest conduct. This strategy applies to members, employees, agency workers, contractors, consultants, suppliers, partners, volunteers and any other person or organisation working for, with or on behalf of the Council.

The intended outcomes of this strategy are to reduce the risk of loss, strengthen the Council's control environment, promote a culture of integrity and openness, ensure allegations are handled properly, support recovery and enforcement action including civil and criminal action and sanctions where appropriate, and provide assurance that the Council is meeting its governance responsibilities in relation to fraud and corruption risk.

2. Policy Statement

Gedling Borough Council will maintain a proportionate, risk-based and intelligence-led counter fraud framework embedded within its governance arrangements. The Council's policy is to prevent fraud and corruption wherever possible, detect concerns early, investigate them professionally and fairly, take robust action where wrongdoing is identified, and learn from incidents so that controls and arrangements continue to improve.

To give effect to this policy statement, the Council will apply the following core principles and commitments across its counter fraud arrangements:

- Demonstrate clear leadership and a strong tone from the top that fraud, bribery, corruption and economic crime are unacceptable.
- Identify and assess fraud and corruption risks across services, systems, partnerships, projects, contracts and new delivery models.
- Maintain proportionate controls, due diligence, oversight and assurance arrangements, including in relation to third parties and associated persons.
- Encourage concerns to be reported promptly and protect those who raise them in good faith.
- Use proactive and reactive counter fraud techniques, including intelligence, data matching, analytics and targeted review work.
- Pursue disciplinary, regulatory, civil and criminal action and sanctions where it is lawful, proportionate and in the public interest to do so.
    - **Civil action and sanctions** may include civil recovery, compensation, injunctions, insurance claims and other financial remedies.
    - **Criminal action and sanctions** may include referral to the police, prosecution, cautions and confiscation proceedings.

- Monitor effectiveness, report through governance channels and review this strategy regularly in light of changing risks, legislation and good practice.

3. Culture

An effective anti-fraud culture depends on visible leadership, ethical behaviour, openness and accountability. In line with CIPFA and Fighting Fraud and Corruption Locally, the Council will foster a culture in which fraud risk is understood as a core management issue rather than solely an audit or investigation issue. Counter fraud responsibilities must therefore be embedded within governance, operational management, commissioning, procurement, contract management and decision-making.

This culture is supported through clear expectations, effective supervision, robust controls, declarations of interest, gifts and hospitality arrangements, safe speaking-up channels, and consistent action when standards are breached. Key supporting documents and mechanisms include:

- Financial Regulations and scheme of delegation
- Local Code of Corporate Governance
- Contracts and Procurement Rules
- Codes of conduct for members and employees
- Declarations of interest, gifts and hospitality requirements
- HR policies, recruitment checks and disciplinary procedures
- Whistleblowing, fraud response, risk management and information governance arrangements

4. Responsibilities

4.1 Overall Responsibility

Countering fraud and corruption is a shared responsibility. The governing body, statutory officers, senior managers, employees, members and those acting on the Council's behalf all have a role in preventing wrongdoing, maintaining effective controls, identifying risks, challenging poor practice and reporting concerns.

- **Members and the Audit Committee** are responsible for setting expectations around ethical conduct, receiving assurance on the adequacy of counter fraud arrangements and supporting a strong control environment.
- **The Senior Leadership Team and Assistant Directors** are responsible for embedding this strategy, assessing risk, maintaining proportionate controls, ensuring staff awareness and taking prompt action where issues arise.
- **The Section 151 Officer** is responsible for ensuring appropriate financial stewardship and for supporting robust arrangements to prevent, detect and respond to fraud and corruption.

- **The Monitoring Officer** is responsible for supporting compliance, standards and proper governance arrangements, including matters relating to conduct and legality.
- **Internal Audit and other assurance functions** support the Council through review, advice, proactive work and investigation or referral arrangements as appropriate.
- **All employees and members** must act with honesty and integrity, comply with policies and procedures, remain alert to risk and report concerns promptly.
- **Contractors, suppliers, partners and other associated persons** are expected to comply with the Council's standards, maintain accurate records, report concerns and cooperate with any review or investigation.

4.2 Reasonable Procedures and Associated Persons

In line with the Council's approach to the Economic Crime and Corporate Transparency Act 2023, services must consider where fraud risks may arise through associated persons and third parties. This includes ensuring appropriate due diligence, contractual expectations, oversight, segregation of duties, record keeping, escalation routes and review arrangements in areas where external parties act for or on behalf of the Council.

5. Prevention

Prevention is the Council's first line of defence. Consistent with CIPFA's framework and with the reasonable procedures approach associated with the **Economic Crime and Corporate Transparency Act 2023**, the Council will apply fraud prevention measures that are proportionate to the nature, scale and complexity of the risks it faces. This includes taking steps to prevent fraud committed for the benefit of the organisation or in connection with Council business by employees or by associated persons such as contractors, suppliers, agents, subsidiaries, delivery partners and others acting on the Council's behalf.

5.1 Council Approach to Prevention

The Council's prevention approach is based on visible leadership, fraud risk assessment, proportionate internal controls, due diligence, secure systems, clear procedures, transparency requirements, training and ongoing review. It is designed to reflect both CIPFA good practice and the reasonable procedures model associated with the failure to prevent fraud offence, while remaining proportionate to the Council's scale, operating environment and risk profile. The prevention approach is supported by the Anti-Fraud and Corruption Action Plan 2026-27, which translates these principles into practical actions on governance, fraud risk assessment, reasonable procedures, third-party due diligence, awareness and training, data-led proactive work, whistleblowing and reporting, and monitoring and assurance.

- **Leadership and governance:** members, senior officers and statutory officers will set the tone, endorse expectations, review arrangements regularly and ensure counter fraud remains a governance priority.

- **Fraud risk assessment:** fraud and corruption risks will be identified and reviewed across key services, systems, projects, grants, procurement, commissioned services and partnerships, with priority actions taken forward.
- **Reasonable procedures and internal controls:** the Council will maintain proportionate procedures, approval routes, reconciliations, supervisory checks, exception reporting, secure systems access and documented processes, and will review these against the six reasonable procedures themes where relevant.
- **Third-party due diligence:** appropriate checks, contract clauses, transparency requirements and monitoring arrangements will be applied to suppliers, contractors, delivery partners, grant recipients and other relevant third parties.
- **Awareness, training and reporting:** expectations, risks, whistleblowing arrangements and reporting routes will be communicated clearly, with enhanced awareness for higher-risk roles and activities.
- **Data and proactive work:** the Council will use data matching, data analytics, exception reporting, targeted review work and the National Fraud Initiative to strengthen prevention and early identification of risk.
- **Monitoring and assurance:** prevention arrangements, incidents, control weaknesses, lessons learned and progress against the action plan will be reviewed so that the Council can strengthen its response over time.

5.2 National Fraud Initiative

The National Fraud Initiative (NFI) is a data matching exercise operated by the Public Sector Fraud Authority on behalf of the Cabinet Office to help prevent and detect fraud and error across the public sector. It matches electronic data within and between participating organisations to identify inconsistencies that may require further review. A match does not in itself prove fraud or wrongdoing, but it may highlight cases that warrant enquiry, verification or investigation.

The Council can use the NFI to support both prevention and detection work. This may include reviewing data matches relating to areas such as payroll, pensions, creditors, council tax, business rates, housing, licensing, parking permits, insurance claims and other datasets specified through the NFI programme. The Council will use NFI outputs as part of a wider risk-based counter fraud approach, including prioritising review work, identifying control weaknesses, following up potential anomalies, recovering losses where appropriate and improving local controls and awareness.

The Council may also use guidance, standards, tools and good practice published by the **Public Sector Fraud Authority** to strengthen its wider counter fraud arrangements. This may include support for fraud risk assessment, prevention planning, data-led counter fraud activity, training and awareness, and the continuous improvement of local controls, governance and assurance.

Participation in the NFI must be managed in accordance with the relevant statutory powers, the Code of Data Matching Practice, data protection requirements and the Council's own governance arrangements. The Council will ensure that NFI matches are reviewed appropriately, that decisions and outcomes are recorded, and that learning from the exercise is used to strengthen fraud prevention arrangements. The Council will also have regard to relevant guidance, standards and good practice published by the **Public Sector Fraud Authority** in developing its wider counter fraud arrangements.

5.3 Types of Fraud and Who May Commit Them

Fraud and corruption can take many forms and may be committed by individuals or organisations both inside and outside the Council. Understanding the main fraud risks helps services design proportionate controls, target training and respond appropriately when concerns arise. The following examples are not exhaustive but reflect common risks in local government.

- **Internal fraud** – for example payroll fraud, false overtime claims, expenses abuse, misuse of purchasing cards, theft, falsification of records or abuse of position. This type of fraud may be committed by employees, agency workers or others with access to Council systems, assets or information.
- **External fraud** – for example false applications, identity fraud, false claims, undeclared changes in circumstances, creditor fraud or mandate fraud. This type of fraud may be committed by members of the public, businesses, customers, claimants, tenants, suppliers or organised fraud networks.
- **Procurement and contract fraud** – for example collusion, bid rigging, false invoicing, duplicate invoicing, overcharging, undisclosed conflicts of interest or manipulation of contract processes. This type of fraud may be committed by suppliers, contractors, delivery partners or by employees working alone or in collusion with external parties.
- **Bribery and corruption** – for example offering, giving, requesting or accepting an improper payment, gift, hospitality or other advantage to influence a decision. This may involve employees, members, contractors, suppliers, agents or other third parties.
- **Grant, scheme and financial support fraud** – for example false declarations, misuse of grant funding, ineligible claims or diversion of funds. This may be committed by applicants, recipients, partner bodies or, in some cases, internal officers where controls are weak.
- **Tenancy, housing, council tax and business rates fraud** – for example subletting, false occupancy claims, discount abuse, false exemptions or misrepresentation of liability. This may be committed by tenants, residents, ratepayers, landlords, businesses or third parties acting on their behalf.

- **Cyber-enabled and data-related fraud** – for example phishing, impersonation, payment diversion, business email compromise or misuse of data to facilitate fraud. This may be committed by external attackers, organised crime groups or individuals seeking to exploit weaknesses in systems or processes.
- **Fraud involving associated persons** – for example fraud committed by a contractor, agent, subsidiary, consultant or delivery partner acting for or on behalf of the Council or in connection with Council business. This is particularly relevant to the Council's approach to third-party risk, due diligence and the reasonable procedures model.

6. Reporting Concerns

Anyone who suspects fraud, bribery, corruption or related misconduct should report it as soon as possible. Concerns may be raised through any of the following routes:

- **Your Line Manager**
- **Directors:** Mike Avery, Franchesca Whyley, Sarah Troman, Mike Hill
- **Internal Audit:** Max Armstrong - BDO
- **Section 151 Officer:** Tina Adams, Chief Finance Officer
- **Monitoring Officer:** Franchesca Whyley
- **Human Resources:** Jennifer Lovett
- **Whistleblowing Contact / Route:** Appendix 1.

The Council will support a speak-up culture and will not tolerate retaliation against any person who raises a concern in good faith. Where appropriate, matters will also be referred to external bodies such as the police, external audit, insurers, the Department for Work and Pensions, HMRC, the National Fraud Initiative, professional regulators or other agencies with relevant powers or responsibilities. Further information on the National Fraud Initiative should be made available through the Council's privacy notice and the Cabinet Office National Fraud Initiative guidance.

Concerns should be raised honestly, responsibly and in good faith. The Council recognises that some allegations may not be substantiated after investigation, and this will not in itself amount to wrongdoing where the concern was raised genuinely. However, malicious, vexatious or deliberately false allegations are unacceptable. Where it is established that a concern has been raised as part of a personal vendetta or for another improper purpose, the Council may take appropriate action in line with its relevant policies, procedures and contractual arrangements.

7. Detection and Investigation

The Council will use both proactive and reactive counter fraud techniques. These may include data matching, data analytics, management review, internal audit work,

intelligence sharing, whistleblowing disclosures, exception reporting and targeted exercises in high-risk areas. Investigations will be conducted lawfully, proportionately and fairly, with appropriate referrals to enforcement or regulatory bodies where required.

7.1 Investigation and Response

Allegations will be assessed promptly to determine the appropriate response, including whether immediate safeguarding action is required to secure records, systems, assets or evidence. Investigations will be carried out by officers with the appropriate skills, independence and authority. Where appropriate, outcomes may include the following forms of action and sanctions:

- **Civil action and sanctions** such as civil recovery, compensation, injunctions, insurance claims and other financial remedies.
- **Criminal action and sanctions** such as referral to the police, prosecution, cautions and confiscation proceedings.
- **Other action** such as management action, disciplinary action, regulatory notification, insurance notification, recovery action or wider control improvements.

7.2 Learning and Recovery

Where fraud or corruption is identified, the Council will consider opportunities to recover losses, protect future public funds and strengthen its arrangements. Significant cases should lead to a review of root causes, control weaknesses, assurance findings and learning points so that improvements can be implemented promptly and shared where useful.

8. Training and Communications

Training and communication are essential to maintaining an effective anti-fraud culture. The Council will ensure that members and employees understand expected standards of behaviors, the fraud risks relevant to their roles, warning signs that may indicate wrongdoing, and how to report concerns. Awareness activity will be proportionate, refreshed regularly and targeted where risk is higher.

Training may include corporate induction, periodic refresher learning, manager briefings, targeted sessions for higher-risk services and updates following legislative or policy change. Communication should also reinforce the Council’s zero-tolerance approach, speak-up culture, whistleblowing arrangements and expectations of third parties working with the Council.

9. Monitoring and Review

The Council will monitor the effectiveness of this strategy through its governance framework, including management oversight, Internal Audit, risk management

arrangements and Audit Committee reporting. Performance information, emerging threats, investigation outcomes, control weaknesses and progress against improvement actions will be reviewed so that the Council can respond to changing risks and maintain effective arrangements.

- **Strategy and policy review:** this strategy and related documents will be reviewed periodically and updated to reflect legislative change, CIPFA and sector guidance, organisational learning and changing fraud risk.
- **Post-incident review:** following significant cases or control failures, the Council will identify lessons learned and implement improvement actions.
- **Audit Committee oversight:** the Audit Committee will receive appropriate assurance on the adequacy of counter fraud arrangements, key risks and progress against any action plan.

10. Associated Policies

This strategy should be read alongside the Council's wider governance and risk and control framework, including the following documents where applicable:

- Corporate Code of Governance
- Financial Regulations and scheme of delegation
- Contracts and Procurement Rules
- Member and employee codes of conduct
- Whistleblowing Policy
- Fraud Response Plan
- Anti-Fraud and Corruption Action Plan
- Risk Management Strategy
- Anti-Money Laundering Policy
- Policies and procedures relevant to declarations, gifts and hospitality, recruitment, disciplinary action, information governance and system security

Appendix 1 - Whistleblowing Policy Summary

The Council is committed to the highest standards of openness, integrity and accountability. Whistleblowing is an important part of the Council's wider counter fraud and governance framework because it helps concerns to be raised at an early stage and supports the prevention, detection and investigation of wrongdoing. This summary should be read alongside the Council's full Whistleblowing Policy and related procedures.

1.1 Purpose and Scope

The purpose of the Whistleblowing Policy is to encourage employees and others working with the Council to raise genuine concerns about suspected wrongdoing, unsafe practice, unlawful conduct, fraud, bribery, corruption, financial irregularity, abuse of authority, safeguarding concerns or attempts to conceal such matters. The policy supports the principles of the **Public Interest Disclosure Act 1998** by making clear that concerns raised appropriately and in the public interest will be taken seriously.

The Councils Whistleblowing policy is a separate policy document available to both Council Employees and Members of the Public. The Policy is available on the Councils Internet.

Appendix 2 - Fraud Response Plan

This Fraud Response Plan sets out the Council's high-level approach when allegations or suspicions of fraud, bribery, corruption or related irregularity arise. It is designed to support a prompt, proportionate and well-governed response that protects evidence, secures public funds, supports fair treatment and ensures the right officers are involved at the right time.

2.1 Objectives

- Protect public funds, assets, systems and records.
- Ensure allegations are assessed and handled consistently, fairly and without unnecessary delay.
- Secure and preserve evidence, including digital records and financial information.
- Support appropriate referrals to HR, legal services, insurers, police, regulators or other external bodies.
- Identify lessons learned, recovery opportunities and control improvements.

2.2 Immediate Actions

- Record the allegation or concern promptly and preserve the initial information received.
- Notify the appropriate senior officer, Internal Audit, the Section 151 Officer, the Monitoring Officer, HR or other designated officer, depending on the circumstances.
- Consider whether urgent action is needed to secure systems access, suspend payments, retain documents, protect assets or prevent further loss.
- Avoid alerting the subject of the allegation where this could compromise evidence or prejudice an investigation.
- Consider whether legal, HR, ICT, insurance, safeguarding or communications advice is required at an early stage.

2.3 Assessment and Investigation

An initial assessment should determine the seriousness of the allegation, the potential financial or reputational impact, the immediate control risks, whether criminal conduct may be involved, and who should lead the response. Investigations should be proportionate and carried out by officers with the appropriate independence, authority and expertise. The Council will maintain appropriate records of decisions, evidence, actions taken and outcomes.

2.4 Possible Outcomes

- No further action where concerns are not substantiated.
- Management action to address process weakness or control failure.
- Disciplinary action or contract management action.

- Civil action and sanctions, including civil recovery, compensation, injunctions, insurance claims or other financial remedies.
- Criminal action and sanctions, including referral to the police, prosecution, cautions, confiscation proceedings, or referral to regulators, external audit or other external agencies.
- Post-incident review and strengthening of controls, training or oversight arrangements.

2.5 Associated Persons and Reasonable Procedures

Where a case involves a contractor, supplier, partner, agent or other associated person, the Council should consider whether contractual controls, due diligence, oversight, record keeping, escalation routes and monitoring arrangements operated as intended. In line with the Council's approach to the **Economic Crime and Corporate Transparency Act 2023**, cases of this kind should also be reviewed to identify whether improvements are needed in top-level commitment, risk assessment, proportionate procedures, due diligence, communication and training, or monitoring and review.

Appendix 3 - Anti-Fraud and Corruption Action Plan 2026-27

This action plan translates the strategy into practical activity for 2026-27. It is intended to support continuous improvement, provide a basis for monitoring by management and the Audit Committee, and demonstrate alignment with CIPFA good practice, Fighting Fraud and Corruption Locally and the Council's approach to the reasonable procedures model associated with the failure to prevent fraud offence.

Theme	Action	Lead	Target / Measure	Timescale	RAG Status
Leadership and governance	Review the Anti-Fraud and Corruption Strategy, Fraud Response Plan and supporting arrangements annually and report progress through the Council's governance framework.	Section 151 Officer / Internal Audit	Annual review completed and reported to Audit Committee.	Q1 2026-27	Green
Fraud risk assessment	Update the fraud risk assessment for key services.	Service Managers	Updated risk assessment completed and priority actions identified.	Q2 2026-27	Amber
Reasonable procedures	Review current arrangements against the six reasonable procedures themes linked to the failure to prevent fraud offence and identify any gaps requiring improvement.	Section 151 Officer / Monitoring Officer / Internal Audit	Gap assessment completed and improvement actions agreed.	Q2 2026-27	Amber

Third-party due diligence	Strengthen due diligence, fraud clauses, transparency requirements and monitoring arrangements for suppliers, contractors, delivery partners and other relevant third parties.	Procurement / Legal / Service Managers	Revised approach embedded in relevant procurement and contract management activity.	Q3 2026-27	Amber
Awareness and training	Deliver counter fraud awareness activity for members and staff, with targeted training for higher-risk areas such as procurement, finance, system administration and contract management.	HR / Internal Audit / Relevant Managers	Training delivered and attendance or completion monitored.	Q3 2026-27	Amber
Data and proactive work	Use proactive counter fraud techniques such as data matching, analytics, exception reporting and targeted review work in higher-risk areas.	Internal Audit / Relevant Services	Programme of proactive work completed and outcomes reported.	Q4 2026-27	Amber
Whistleblowing and reporting	Review awareness of whistleblowing and reporting routes to ensure that staff,	Monitoring Officer / HR / Internal Audit	Updated communications issued and	Q2 2026-27	Amber

	members and third parties know how to raise concerns.		routes clearly signposted.		
Monitoring and assurance	Develop periodic reporting on fraud risk, cases, outcomes, lessons learned and progress against this action plan.	Section 151 Officer / Internal Audit	Regular update reports provided through the governance framework to Audit Committee.	Quarterly	Amber

The action plan should be kept under review during the year and updated to reflect changes in legislation, risk, organisational priorities, emerging threats, completed actions and lessons learned from cases or assurance work. Timescales and RAG status should be reviewed regularly so that progress, slippage and emerging issues can be clearly reported through the Council's governance framework. An ongoing agenda item at Senior Leadership Team will also support the identification of high-risk areas and help inform priorities, oversight and any further action required.

In the first instance, the actions within this plan have been assigned an amber RAG status to reflect that further work is needed to define the detailed scope, baseline position, delivery requirements and measures of success for each area.

Appendix 4 - Anti-Money Laundering Policy

4.1 Introduction

The Council is committed to maintaining the highest standards of honesty, integrity and accountability and to protecting public funds and the wider public interest. Although local authorities are not generally within the regulated sector for the purposes of the UK money laundering regime, they may still encounter transactions, arrangements or behaviours that give rise to suspicion of money laundering, terrorist financing or the handling of criminal property. The Council therefore adopts this Anti-Money Laundering Policy to support proportionate safeguards, clear reporting arrangements and staff awareness.

This policy should be read alongside the Council's Anti-Fraud and Corruption Strategy, Financial Regulations, procurement and contract management arrangements, Whistleblowing Policy, information governance requirements and any relevant guidance issued by the Section 151 Officer, Monitoring Officer. It reflects the principles set out in the Proceeds of Crime Act 2002, the Terrorism Act 2000 and current sector good practice for local authorities.

4.2 Scope and Purpose

This policy applies to all employees, agency workers, contractors, consultants, members and others working for or on behalf of the Council where they may encounter financial transactions, property dealings, payments, grants, contracts, settlements, disposals, debtor arrangements, licensing, enforcement or other activities that could create a money laundering risk. It aims to maintain high standards of conduct, help officers recognise potential warning signs and ensure that concerns are reported appropriately and without delay.

- Set out the Council's proportionate approach to anti-money laundering risk.
- Support employees and members to identify and escalate suspicious activity.
- Reduce the risk that Council services, assets, contracts or financial systems are used to launder criminal property.
- Ensure concerns are considered lawfully, confidentially and with appropriate referral where necessary.

4.3 What is Money Laundering?

Money laundering is the process by which criminal property is handled, disguised, transferred, converted or integrated into legitimate business or financial activity so that its origins are obscured. Criminal property is broadly defined and is not limited to cash. It may include money, goods, land, rights, assets or any benefit derived from criminal conduct. The offences are wide in scope and may apply even where the underlying criminal conduct took place elsewhere.

- Concealing, disguising, converting, transferring or removing criminal property.
- Entering into or becoming concerned in an arrangement which facilitates the acquisition, retention, use or control of criminal property.
- Acquiring, using or possessing criminal property.
- Failing to disclose knowledge or suspicion where there is a reporting obligation.
- Tipping off, namely disclosing information in a way that could prejudice an investigation or alert a person that a report has been made.

Possible indicators may include unusual cash payments, requests to make or receive payments through third parties, overpayments followed by refund requests, pressure for urgent transactions without clear rationale, complex ownership or beneficial ownership arrangements, reluctance to provide information, property or land transactions with unclear funding sources, settlement proposals that do not appear commercially rational, and patterns of activity inconsistent with the known purpose of a transaction. These indicators do not prove wrongdoing, but they may warrant further review or reporting.

4.4 Council Approach and Key Controls

The Council will take a proportionate and risk-based approach to anti-money laundering, recognising that higher-risk situations may arise in areas such as property transactions, land disposals and acquisitions, grants and external funding, debtor and creditor arrangements, insurance settlements, procurement, licensing, enforcement activity, and transactions involving third parties, agents or complex ownership structures. The Council will apply appropriate internal controls, escalation arrangements and professional advice where necessary.

- Avoid accepting large cash payments except where expressly permitted by Council arrangements and supported by appropriate controls.
- Ensure transactions are properly authorised, recorded and supported by a clear business rationale.
- Undertake appropriate checks on counterparties, ownership information and payment arrangements where the risk justifies it.
- Be alert to requests for refunds to different accounts, payments routed through third parties, or arrangements that lack transparency.
- Retain relevant records of due diligence, decisions, approvals and referrals.
- Seek advice promptly where a transaction or arrangement appears unusual, high risk or inconsistent with normal expectations.

4.5 Reporting Procedure

Where an employee or member knows, suspects or has reasonable grounds to suspect that a transaction, arrangement or person may be involved in money laundering or terrorist financing, they must report the matter as soon as possible through the Council's internal reporting arrangements to the Chief Finance Officer. They should record the

concern factually, preserve relevant information and avoid taking any further step that could prejudice a review or investigation.

- Do not confront the individual concerned or attempt to investigate the matter personally unless this forms part of your authorised role.
- Do not disclose to any other person that a suspicion has been raised if doing so could amount to tipping off.
- Continue to follow any immediate lawful instructions given by the Chief Finance Officer or authorised senior officer.
- Where necessary, the Council will consider whether an external disclosure or Suspicious Activity Report should be made through the appropriate route.

4.6 Money Laundering Reporting Officer

The Council hs designated the Chief Finance officer as the Money Laundering Reporting Officer to receive internal reports, consider whether there is a need for further review or advice, determine whether an external disclosure is required and maintain appropriate confidential records. The MLRO should work closely with the Monitoring Officer, Legal Services, Internal Audit and other relevant officers where appropriate.

- Receive and assess internal disclosures of suspected money laundering.
- Maintain secure records of referrals, decisions and actions taken.
- Consider whether the matter should be referred externally through the appropriate reporting route.
- Provide or coordinate advice to services on the handling of suspicious matters.
- Support periodic review of the Council's anti-money laundering arrangements.

4.7 Training, Awareness and Review

Appropriate awareness of money laundering risk should be maintained across the Council, with more targeted guidance or briefing for services and roles more likely to encounter higher-risk transactions or arrangements. This policy should be reviewed periodically and updated to reflect legislative change, organisational learning, changes in service delivery and emerging risks. Any supporting guidance, forms or internal reporting templates should also be kept up to date.

Report to Cabinet

Subject: Review of complaints received by the Council and Annual Review Letter - Local Government and Social Care Ombudsman 2025/26

Date: 16 July 2026

Author: Deputy Chief Executive and Monitoring Officer

Wards Affected

All Wards

Purpose

To inform Members of the receipt of the Annual review letter from the office of the Local Government and Social Care Ombudsman (LGSCO) and the complaints dealt with by the Council through the internal complaint's procedure during the year 2025/26.

To update Members on the review of the Council's Unacceptable Behaviour Policy and to seek approval for amendments to the policy.

Key Decision

This is not a key decision.

Recommendation

THAT Cabinet:

1) Notes the details of the Annual Review letter from the Local Government and Social Care Ombudsman and the information in relation to the number of complaints dealt with by the Council through the internal complaint's procedure in 2025/26.

2) Approves the amendments to the Council's Unacceptable Customer Behaviour Policy

1 Background

1.1 Members will be aware of the Council's arrangements for dealing with formal complaints, full details of which are available on the website and provided in the Council's Complaints, Compliments and Comments Policy ("the Policy"). This policy was reviewed and updated in October 2024 to align with the LGSCO Model Complaints Code, no further updates are required at this time. An Unacceptable Customer Behaviour Policy was adopted by Council in 2022. This policy has been reviewed and proposed amendments to the policy are shown at Appendix 2.

1.2 The Council operates a two stage complaints process, initial complaints are handled at stage 1, if the complainant is not satisfied with the handling of the complaint, it can be escalated by the complainant to stage 2 and investigated by a more senior officer. Ultimately, if the complainant is not satisfied with the handling of the complaint at stage 2, the complaint can be escalated to the LGSCO, details of which are provided to the complainant. The departmental analysis of complaints and compliments appears below.

1.3 Between 1 April 2025 and 31 March 2026, the Council received a total of 803 complaints, which is an increase from 537 complaints received in 2024/25. Of all complaints received 41% were upheld or partially upheld at stage 1, which is 2% more upheld than in 2024/25. The Council has received 404 compliments in 2025/26 this is a significant increase from the 284 received in 2024/25. The breakdown of complaints at stage 1 and compliments is set out below.

Service	Complaints received	Upheld/ partially upheld	Compliments
Benefits	4	0	1
Communications	1	0	0
Community Relations	1	1	15
Customer Services	11	7	12
Economic Growth and Regeneration	0	0	0
Elections and Member Services	3	0	1
Housing	25	0	2
ICT	1	1	0
Legal Services	3	1	0
Leisure	10	7	314
Organisational Development (Workforce)	1	1	0
Parks & Street Care	66	31	14
Planning	16	1	1
Property Services	6	1	1
Public Protection	36	6	4
Revenues Services	47	7	0
Transport Services	1	0	0
Waste	571	266	39
Total	**803**	**330**	**404**

1.4 In 2025/26, 109 (14%) of complaints related to equality matters this is an increase in 41 from the previous year but proportionally a 1% increase in the percentage of complaints relating to equality, diversity and inclusion. Details of these complaints are reported quarterly through the usual complaint review process, through the Strategic Equality and Diversity Group. The largest area of equality related complaints related to Waste Services where those reporting a disability complained about missed bins. All assisted collections are now mapped on the Whitespace software management system with details of the location from which the bin can be

collected. Whilst there has been an increase in equality related complaints this links to the wider overall increase in complaints of missed collections to waste services and is a proportional increase.

1.5 The number of complaints across most departments have not really fluctuated from the previous year but complaints have halved in Welfare Services and there has been a significant reduction in complaints from Parks and Street Cleansing where complaints have reduce from 95 to 66 over the last two years. There has been an increase in complaints in Revenues (38-47) and Public Protection (27-36) the latter increase is due to increased enforcement activity and issuing of fixed penalty notices. The most significant change in complaint levels is within Waste Services with an increase from 295 to 571 over the last 2 years.

1.6 Complaints in Waste Services were significantly higher in quarter 1 and 2 of 2025/26 than in previous years and this was previously reported to Cabinet and Overview and Scrutiny Committee who established a working group to look at the function. Waste complaints in quarter 1 have always been higher than the rest of the year and this is predominantly down to the commencement of the Garden Waste Service which can take a little time to embed as new customers join and routes have to be rapidly adapted. Complaints in quarters 1 and 2 totalled 394 and in quarters 3 and 4 totalled 177 which is more in line with average complaints numbers.

1.7 Whilst significant changes and improvements have been made to the waste service over the last year, including a new in cab software system, changes in management, changes to working conditions, significant changes to training and development and workforce culture, re-organisation of some routes, there was a drop in performance in the first half of the year particularly in relation to the roll out of garden waste in 2025/26. This was largely down to staff absence, long term sickness and a heavy reliance on agency staff particularly during the garden waste roll out for 2025/26 which led to a number of missed bin complaints. As the software system became embedded in quarter two, and absence management and performance improved complaints reduced in quarters 3 and 4.

1.8 In 2026/27 an improvement plan has been developed with waste services to ensure continued performance improvement and a reduction in complaints. This is a plan worked on with customer services and human resources to ensure the best outcomes for customers. Further route re-design is also planned in 2026/27 to improve collection rates.

1.9 In addition to complaints, it is also important to focus on the significant increase in compliments received in 2025/26. The majority of compliments fall within Leisure Services and reflect a fantastic performance throughout the service. Other compliments related to waste staff where one customer

wrote - *Good morning I would like to pass on a compliment to the bin waste team who collected our recycling this morning. They are always very efficient and tidy but I don't usually have the chance to engage with the staff. This morning I was showing my grandson the bin lorry going by and how the bins get emptied and it just struck me how friendly and engaging they were despite being so busy at their job! They waved to my grandson and were just so cheerful and friendly. Please pass on my compliments to the people concerned.*

1.10 Further compliments were received for Housing staff, Cemeteries staff and Customer Services, where staff were all praised for their professionalism and care.

1.11 Where a complaint is not upheld in full or in part, the complainant may ask for it to be considered further under stage 2 of the complaints procedure. Between 1 April 2025 and 31st March 2026, 103 complaints were considered under stage 2, this is an increase from the 35 in the previous year but reflects the overall increase in complaint levels. Of these 51% of complaints were upheld at stage 2 (an increase from 34% upheld in 2024/25). The breakdown of stage 2 complaints is as follows.

Service	**Stage 2 complaints**	**Upheld/ partially upheld**	**Not Upheld**
Communications	1	0	1
Customer Services	1	1	0
Housing	5	0	5
Legal Services	1	1	0
Parks and Street Care	7	3	2
Planning	2	0	2
Property Services	0	0	0
Public Protection	6	0	6
Revenues Services	11	1	10
Waste Services	69	47	21
Total	**103**	**53**	**47**

1.12 Members should note that complaints and compliments data is analysed and reported to the Budget and Performance Board and Senior Leadership Team (SLT) quarterly as part of performance monitoring, to ensure that any trends can be identified and appropriate action taken.

Details of complaints are also reported annually through the Overview and Scrutiny Committee. Any complaints relating to equality matters are also considered by the Strategic Equality and Diversity Group to identify any equality related actions arising. In 2026/27 complaints data will be reported to the Budget, performance and Risk board bi-monthly to ensure closer scrutiny of complaint trends.

1.13 If the complainant is not happy with the response at stage 2, they are entitled to refer their complaint to the Local Government and Social Care Ombudsman ("LGSCO"). Between 1 April 2025 and 31 March 2026, the LGSCO received 15 complaints in relation to the Council. Of those, 11 were determined by the LGSCO in 2025/26 and 3 were determined in 2026/27 and will be reported in next year's outcomes and one remains outstanding. Not all complaints were reported to the Council and of the eleven determined in 2025/26, three were dealt with without notification to the Council, this was due to the complaints being premature in that they had not been through the Council's complaints system prior to reporting to the LGSCO. Below are the outcomes of the complaints from the LGSCO in 2025/26 which were determined and of which the Council were advised (8). This is a reduction in the 11 reported last year.

Service	**Decision of LGO**
Environmental Services and Public Protection (refuse and recycling)	Referred back for local resolution
Benefits and Tax	Closed after initial enquiries
Environmental Services and Public Protection (ASB)	Closed after initial enquiries
Planning and Development	Closed after initial enquiries
Environmental Services and Public Protection (pollution)	Closed after initial enquiries
Benefits and Tax	Closed after initial enquiries
Corporate and other services	Closed after initial enquiries
Corporate and other services	Closed after initial enquiries

1.14 As Members will note, a number of complaints were closed after initial enquiries, this means the LGSCO determined no further investigation into the Council's handling of the complaint was warranted. There were two complaints decided in 2025/26 which had been reported to the LGSCO in the previous year (hence the LGSCO reported stat of 13 complaints handled). Those two complaints were both Council tax complaints and were closed after initial enquiries.

1.15 The Annual Review letter for the year ending 31 March 2026 is attached at Appendix 1. Members will note that of the complaints determined by the LGSCO in 2025/26, none were upheld and none were referred for investigation.

1.16 Since April 2013, the LGSCO has been publishing all decisions on complaints they receive. Decision statements are published on the Ombudsman website at www.lgo.org.uk no earlier than three months after the date of the final decision. The information published does not name the complainant or any individual involved with the complaint. The LGSCO also retains discretion not to publish a decision, for example where it would not be in the interests of the person complaining to publish or where there's a reason in law not to.

1.17 The data contained in the Annual Review letter has been uploaded onto the Ombudsman's interactive map, also available on the LGSCO website, which shows the annual review data for all Councils.

1.18 As part of the complaints handling process, it is essential that officers receive training to ensure effective handling of complaints. A training programme is currently being rolled out to all officers handling complaints starting with Waste Services. In addition the Council has recently undergone an internal audit in relation to complaints handling and received a substantial assurance for design and moderate assurance for effectiveness, this was mainly due to officers not always uploading responses on to the Council's complaints system. The complaints process is in the process of migrating onto the Council's Customer Relationship Management System and this will improve the consistency and efficiency of complaints handling providing a clear process and standard format for complaint responses and ensuring all data is retained centrally.

2 Proposal

2.1 It is proposed that Cabinet note the contents of the report in respect of complaints data and the Local Government and Social Care Ombudsman's annual letter for 2025/26.

2.2 It is proposed that Members also approve the amendments to the Council's Unacceptable Customer Behaviour Policy at Appendix 2. The Policy was initially adopted in 2022 following a rise in unacceptable behaviour towards staff by customers. The policy provides guidance for staff and managers on how to deal with unacceptable customer behaviour including persistent complainants. The policy aligns with Council's health and safety responsibilities towards staff and the Employee Protection

register Guidance. The policy has been reviewed and updated to reflect:

- Changes in job roles and responsibilities
- Stronger alignment with health and safety reporting requirements
- Clarity around review processes once sanctions have been imposed

A simplified flowchart has also been added to reflect the process and provide clarity for staff and customers.

3 Alternative Options

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

3.2 Members could reject the amendments to the Unacceptable Behaviour policy or suggest alternative amendments. This policy has been produced having regard to best practice, other similar policies from other organisations and is considered fit for purpose.

4 Financial Implications

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

5 Legal Implications

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

maladministration with injustice following an investigation, by virtue of s.5A of the Local Government and Housing Act 1989, the Monitoring Officer is required to prepare a report to the Executive.

The Council as an employer has a number of duties under health and safety Legislation to protect the health and wellbeing of employees. The Unacceptable Customer Behaviour Policy support that duty by providing guidance to staff and the public on how unacceptable behaviour will be managed.

Local Government Reorganisation (LGR)

6

6.1 As part of the work to prepare the new Councils, consideration will need to be given to amalgamate policy and processes in the handling of complaints. The LGSCO Complaints Code does provide a standardised approach to complaint handling.

6 Equalities Implications

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

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

7 Carbon Reduction/Sustainability Implications

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

8 Appendices

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

Appendix 2 – Updated Unacceptable Customer Behaviour Policy

Appendix 3 – Equality Impact Assessment

9 Background Papers

9.1 Complaint Handling Code (lgo.org.uk)

10 Reasons for Recommendations

10.1 To alert the Executive to the contents of the Local Government Ombudsman Annual Review Letter and raise awareness of the complaints received by the Council during 2025/26 and to ensure the Unacceptable Customer behaviour policy remains fit for purpose.

Statutory Officer approval

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

Approved by:
Date:
On behalf of the Monitoring Officer

Local Government & Social Care OMBUDSMAN

20 May 2026

By email

Mr Hill
Chief Executive
Gedling Borough Council

Dear Mr Hill

Annual Review letter 2025-26

I write to you with your annual summary of complaint statistics from the Local Government and Social Care Ombudsman for the year ending 31 March 2026.

We recognise that local authorities continue to face significant pressures in delivering services to their communities. We hope the data and insight we share with you each year remains a useful tool for reflection and continuous improvement. Please consider it as part of your corporate governance processes.

Your annual statistics are available here.

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

We will write to organisations in July where there is exceptional practice or where we have concerns about complaint handling. Not all organisations will get a letter. If you do receive a letter it will be sent in advance of its publication on our website on 15 July 2026.

Supporting complaint and service improvement

We remain committed to supporting the sector to embed effective systems of redress. Where authorities are navigating reorganisation and devolution, we are ready to help ensure that robust complaint handling is built into new arrangements from the outset. Please do get in touch if your organisation would benefit from our advice and guidance.

Our Complaint Handling Code, in force since April 2025, is now applied in our casework and offers structure and support to your local complaint system. Our training programme provides a flexible, expert-led route to building complaints capability across your teams, with courses open for individual delegates to book. Contact training@lgo.org.uk for more information.

Our Annual Review of Local Government Complaints will be published in July 2026, setting out the national picture of complaints, trends across service areas, and emerging systemic issues. We encourage you to read it alongside your own organisation's data.

Yours sincerely,

A. K. Clarke

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

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Gedling Borough Council

Complaint overview

Reporting year 2025 / 2026 Update results

Between 1 April 2025 to 31 March 2026, we dealt with 13 complaints. Of these, 3 were not for us or not ready for us to investigate. We assessed and closed 10 complaints. We investigated 0 complaints.

You can search the decisions behind these statistics and read our annual letters to this council.

13	3	10	0
Complaints dealt with	Not for us	Assessed and closed	Investigated

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Gedling Borough Council's Unacceptable Customer Behaviour Policy

Reviewed June 2026

Unacceptable Customer Behaviour Policy

This policy should be used in conjunction with other Council policies (for example; the Compliments, Complaints and Comments Policy, Equality ,Diversity and Inclusion Policy and those policies relating to health & safety) and with consideration to the Council's obligations under the Human Rights Act, Freedom of Information Act, and the Equality Act.

The Council is committed to putting customers at the heart of service delivery. We recognise that our customers may have different needs and may communicate with us in different ways. We believe that all customers have the right to be listened to, understood and respected. We also believe that Council staff have the same right.

Most of the contact that Council staff have with customers is very positive. Very occasionally a customer acts in a way that we consider unacceptable. We understand that people sometimes get frustrated when things don't go right and we encourage our customers to openly express their views to us, and we do want to hear our customers concerns, which we appreciate can be passionately expressed, so that we can put things right. We will not however accept behaviour from customers which is considered to be threatening, intimidatory or abusive to our staff, nor do we accept a customer's behaviour where due to its frequency or manner hinders the Council's consideration of their request or complaint or places an unreasonable burden on the Council's resources in dealing with the matter.

Unacceptable behaviour from customers is rare and this policy and procedures therein will only be applied as a last resort.

The purpose of this policy and procedure is to guide employees and managers on the Council's approach to dealing with unacceptable behaviour from customers. Unacceptable behaviour from customers can arise in any contact with the Council in writing, over the telephone or face to face and this policy covers all such contacts where the customer's behaviour is considered unacceptable, including when a customer's unacceptable behaviour arises through contact with the Council under the Council's complaints process.

Any unacceptable customer behaviour will be dealt with on an exception basis and action will be taken to limit their contact with the Council. This will ensure that Council resources are used effectively and that other service users and/or staff do not suffer any detriment as a result of the customer behaviour.

This policy and procedure applies to all Council staff and covers all Council buildings as well as meetings, visits and contacts with customers held off site.

Where the unacceptable behaviour displayed by a customer puts the health and safety of staff at risk, a customer could be subject to inclusion on the Employee Protection Register EPR). **Staff should raise EPR referrals with their managers whenever this policy and procedures therein are applied.**

What is unacceptable behaviour by customers?

Unacceptable behaviour is any behaviour which is damaging or has hurtful effects either physically or emotionally on other people or that leads to staff being afraid for their personal safety or mental wellbeing.

Examples of this sort of behaviour may include (but is not limited to):

- Verbal or written abuse including prejudice or discrimination
- Harassment and intimidation
- Bullying, behaviour
- Aggressive, malicious, or threatening behaviour
- Assault
- Injury caused by pets
- Threats of harm to staff or property
- Unreasonably persistent complainants
- Repeated contacts which are vexatious

Whilst unreasonably persistent complainants are a form of unacceptable customer behaviour, the process for dealing with unreasonably persistent complainants is set out separately within this policy. To be clear, in the process of handling complaints a customer may behave in a way that also, on its own, amounts to unacceptable behaviour, in such instances, depending on the circumstances both processes may apply.

Process for dealing with unacceptable customer behaviour

Unacceptable customer behaviour may include, but is not limited to any of the behaviours listed above. Each case must be considered on its own merits, particularly when considering what action should be taken to address the behaviour. For example, a one off extremely violent outburst may result in a swifter more serious response than an accumulation of behaviour, for example where the volume of contact and the content is considered to amount to harassment.

STAGE 1 – Staff Action

What to do if you are experiencing unacceptable behaviour either on the telephone, face to face or via written communication or on social media (response should be adapted depending on method of communication).

- Politely explain to the customer that the Council expects its staff to be treated with respect and ask the customer to moderate their behaviour.
- If the behaviour continues warn the customer what will happen if they do not stop. For example, you may have to pass their call/query to your manager to deal with, or you may end the telephone call, or ask them to leave.

- If the behaviour does not change, follow through on your warning, refer to your manager, end the call, or leave the meeting and report the incident to your manager.
- Where contact is ended explain the reason for this. For example *'I am no longer prepared to continue our conversation because you are swearing and shouting at me'*.
- Report the incident to your manager and complete the Incident report form which is accessed on the Health and Safety software system on the intranet.
- If the comments are made on social media please let your manager know so the matter can be referred to our communications team.

What to do if a customer is behaving in a violent or aggressive way towards you or other people (generally face to face)

- End the meeting/interaction with the customer and if you can, explain why eg "*I am leaving the meeting now as your conduct is not acceptable"*.
- If possible take action to protect your safety, the customer's own safety and the safety of other staff and customers. This action can include:-
  - Requesting support from a Manager or colleague
  - Pressing the internal panic alarm to summon assistance (if in proximity to an alarm).

  Activating your personal security device (if appropriate)
  - Getting yourself/others to a place of safety
- If the behaviour is threatening the safety of staff or other people call the Police immediately.
- Report the incident to the relevant manager.
- Report the incident to your manager and complete the Incident report form which is accessed on the Health and Safety software system on the intranet.

STAGE 2 – Manager Action

Any reported incident must be reviewed by a manager who was not involved in the initial incident. The manager will:

- Investigate the case including talking to the staff member involved and, if appropriate the customer.
- Consider whether any further action is required or whether this was an incident which can be concluded with no further action or with a warning to the customer about consequences of future unacceptable conduct.

- If, on investigation, the manager considers that further action is required due to the seriousness of the behaviour, or where a warning as to unacceptable conduct has been ignored by the customer, the manager should refer the matter to the Service Lead or Assistant Director.
- The Service lead or Assistant Director, in consultation with the relevant Director can then consider the matter and determine what action, if any should be taken in relation to the customer. This may include any of the actions listed in Stage 3 below.
- The manager may also wish to refer the customer at any stage for inclusion on to the EPR.
- The manager must ensure that where any behaviour has been recorded as an incident or near miss on the Council's health and Safety system that full details of the incident are recorded and a full investigation is completed. All evidence should be collated swiftly including any witness statements to ensure evidence is captured in a timely way.

Where an investigation of an incident by a manager is considered so serious that interim measures need to be put in place whilst the investigation is ongoing, again, the matter should be referred to the Service Lead or Assistant Director who can determine appropriate actions (listed in Stage 3) in consultation with Director.

Process for Unreasonably Persistent Complainants

Who is an unreasonably persistent complainant?

An unreasonably persistent complainant may have a justified complaint or grievance, but may pursue them in inappropriate ways, or they may be intent on pursuing complaints that have no substance or which have already been investigated and determined. Their contact with the Council may be amicable but still place heavy demands on staff time.

An unreasonably persistent complainant may exhibit behaviours outlined in appendix 1. The danger is that their complaint, even if it has merits, is treated without a significant degree of seriousness and consideration, which compounds their complaint and leads to criticism of the Council.

STAGE 1 – Referral process to Assistant Director or Service Lead

The decision to designate someone as an unreasonably persistent complainant will be made by the Assistant Director or Service Lead for the relevant service area, in consultation with the relevant Director. The decision to designate someone as an unreasonably persistent complainant should only be taken where it is proportionate. When referring a complainant to an Assistant Director or Service Lead, the relevant service manager should, prior to referral:

- Ensure that the complaint has been or is being investigated properly in line with the Compliments, Complaints and Comments policy. If the complainant asks the same question, due to failure by the Council to adequately respond to the complaint this cannot be considered persistent.

- Ensure that communications with the complainant have been adequate and the complainant is not now providing any significant new information that might affect the Council's view on the complaint.
- Consider whether a face to face meeting with the customer would be beneficial, provided we know nothing about the customer that would make this unadvisable. A face to face meeting may enable a solution to be reached.
- Ensure that if the complainant is contacting more than one department, there is cross co-operation to ensure that all relevant information is collated and provided to the agreed Assistant Director or Service Lead.
- Contact the customer to warn them that if their actions continue, a decision could be taken to treat them as an unreasonably persistent complainant. This should reference why we may consider they meet the threshold to be considered an unreasonably persistent complainant in line with Appendix 1. This could be done during a face to face meeting if one is held and no resolution is found at the meeting.
- Present a report to the Assistant Director or Service Lead identifying the basis on which the customer is considered to be an unreasonably persistent complainant with all accompanying evidence.

When referring a complainant to a Assistant Director or Service Lead, the manager should provide sufficient information to enable them to make a decision.The evidence may include a chronology of events, copies of emails or recordings of telephone calls. The Assistant Director or Service Lead in consultation with the relevant Director will then determine whether the complainant should be treated as an unreasonably persistent complainant and if they are, what action should be taken in relation to the unreasonably persistent complainant. The potential actions are included in **STAGE 3** below.

STAGE 3

Possible action that could be taken in relation to a determination of unacceptable behaviour (including unreasonably persistent complainant)

The actual action that may be taken against a customer who displays unacceptable behaviour or who is deemed an unreasonably persistent complainant should be appropriate and proportionate to the nature and frequency of the customer's contacts with the Council. If it is felt that action should be taken than that could include one or more of the following:

- Placing time limits on telephone conversations and personal contact.
- Restricting the number of calls that will be taken (for example one call on a specified morning/ afternoon of any week).
- Limiting the complainant to one access channel (telephone, letter, email etc) and/or requiring the complainant to communicate only with one named member of staff.
- Managing contact with the help of an independent advocate.
- Refusing the complainant access to the Council's premises or particular premises eg Leisure Centres.
- Requiring any personal contacts to take place in the presence of a witness or be recorded.
- Refusing to process further complaints about the same matter.

- Where a decision on a complaint has been made – only acknowledging future correspondence or informing the complainant that future correspondence will be read and placed on file but not acknowledged. The complainant should be reminded of their right to refer the complaint to the Local Government and Social Care Ombudsman, or the Housing Ombudsman (if the complaint relates to Council in its capacity as a Residential Social Landlord).
- A persistent complainant may be referred to the EPR if their behaviour is causing harassment, alarm or distress.

In deciding which options to apply, departments should be particularly careful to balance the rights of the individual with the needs of the Council and decisions should be made by the Assistant Director or lead for the service area, in consultation with the relevant Director.

It may be appropriate at any stage to consider whether a customer should be included on the Council's EPR.

STAGE 4

Informing the customer

If a decision is made to apply this policy we must write to inform the customer that:

- The decision has been taken that they are an unreasonably persistent complainant or their behaviour is unacceptable and the reason for it
- What restrictions/actions the Council is making as a result of that decision
- How long any restriction will last
- What the complainant can do to have the decision reviewed

Record of actions taken

Adequate records must be kept detailing the reasons why any decision has been made in relation to unacceptable customer behaviour.

Reviewing the decision

When the letter is sent to the customer telling them that the policy has been applied to them they should be told that if they wish to have the decision reviewed they must write to the Deputy Chief Executive and Monitoring Officer setting out their reasons for the review within 14 days of the date of that letter.

The complainant should be then informed, in writing, within 10 working days of receipt of the request for review by the Deputy Chief Executive and Monitoring Officer of the outcome of the review and, if restrictions are to continue to be applied, when these will be reviewed.

A review of the restriction should be taken prior to expiry by the relevant Director in consultation with the Assistant Director or Service Lead. If the customer has complied with

the restrictions, they will usually be lifted and relationships returned to normal unless there are good grounds to extend them. Where the customer fails to comply with the restrictions or continues to behave unreasonably, the matter will be reviewed by the Deputy Chief Executive and Monitoring Officer to determine whether additional restrictions should be imposed.

Where restrictions are proposed to be extended, the customer can seek a review of that decision again by writing to the Deputy Chief executive and Monitoring Officer and the process for review as set out above will be conducted.

At all stages clear reasons for any decision to impose restrictions must be given.

Where a customer is subject to restrictions this information will be recorded against the customer to ensure the health and safety of staff who may engage with the customer.

APPENDIX 1

Examples of behaviour (either singularly or in combination) associated with an unreasonable persistent complainant

- Refusing to specify the grounds of a complaint, despite offers of assistance with this from the authority's staff.

- Attempting to use the complaints procedure to pursue a personal vendetta against a member or officer of the Council.

- Refusing to co-operate with the complaints investigation process while still wishing their complaint to be resolved.

- Refusing to accept that issues are not within the remit of a complaints procedure despite having been provided with information about the procedure's scope.

- Insisting on the complaint being dealt with in ways, which are incompatible with the adopted complaints procedure or with good practice.

- Making what appear to be groundless complaints about the staff dealing with the complaints, and seeking to have them replaced by a senior officer or with a person named by the complainant.

- Changing the basis of the complaint as the investigation proceeds and/or denying statements he or she made at an earlier stage.

- Using obscene, racist, abusive, offensive, aggressive or threatening language or behaviour in written correspondence or direct personal contacts with staff.

- Introducing trivial or irrelevant new information which the complainant expects to be taken into account and commented on, or raising large numbers of detailed but unimportant questions and insisting they are all fully answered.

- Electronically recording meetings and conversations without the prior knowledge and consent of the other persons involved.

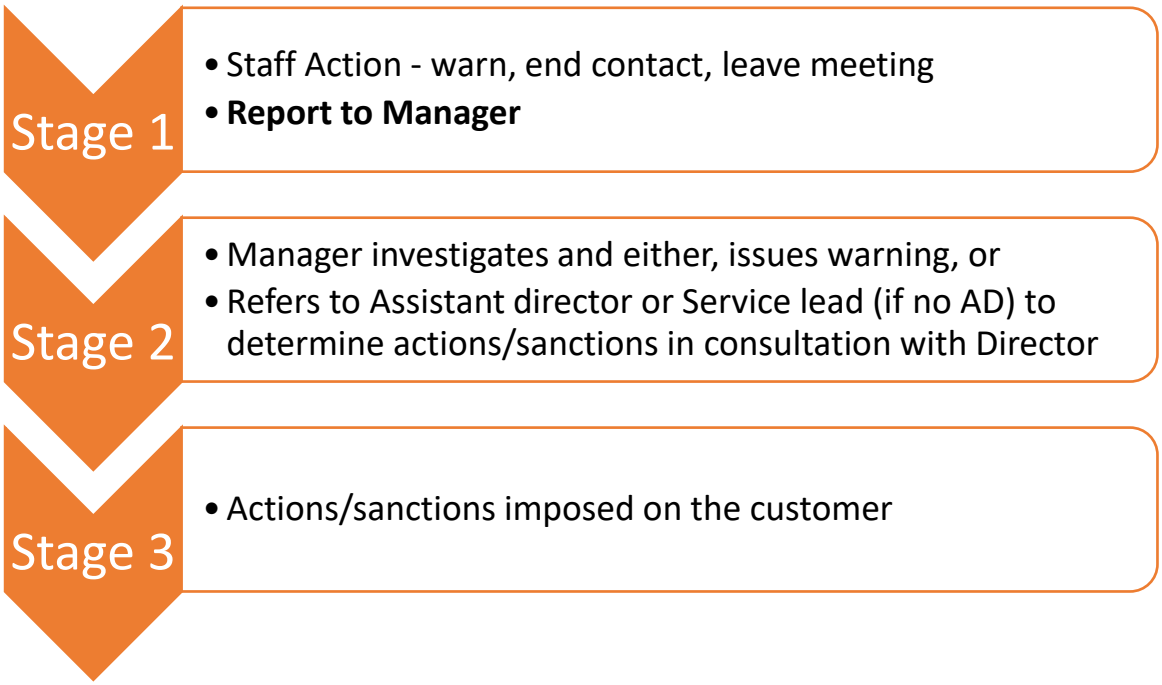
- Adopting a 'scattergun' approach: pursuing a complaint or complaints with the authority and, at the same time, with a Member of Parliament/a councillor/the authority's independent auditor /local police/solicitors/the Ombudsman

- Making unnecessarily excessive demands on the time and resources of staff whilst a complaint is being investigated (i.e. excessive contact to numerous council staff or lengthy complex correspondence every few days and expecting immediate responses).

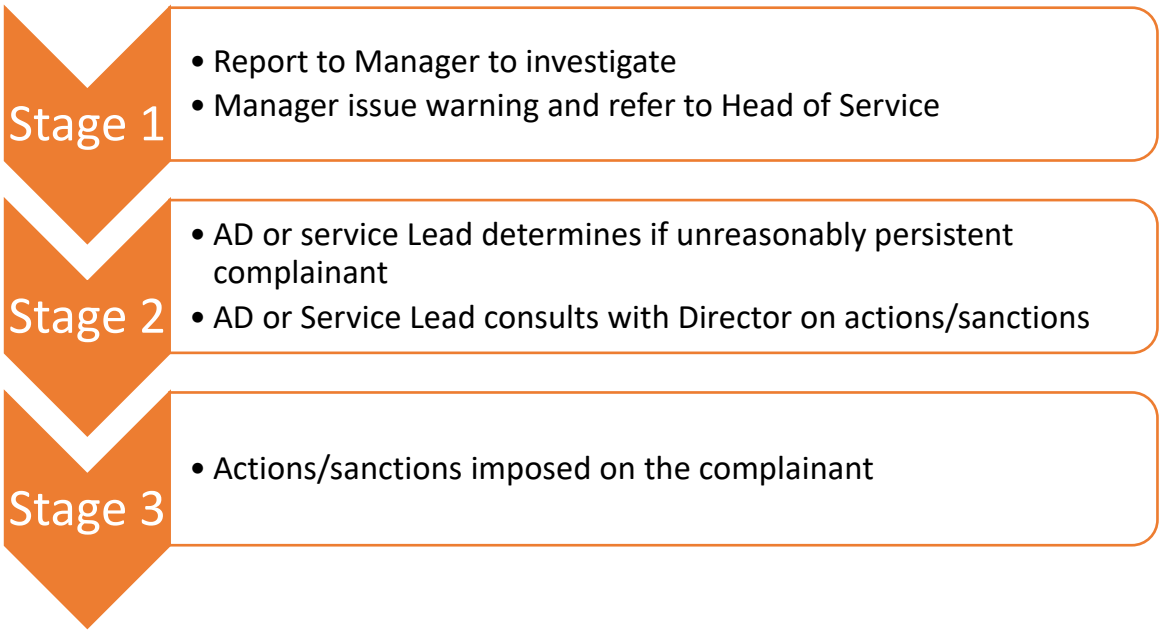
- Submitting repeat complaints, after complaints processes have been completed, essentially about the same issues, with additions/variations, which the complainant insists, make these 'new' complaints.

- Refusing to accept the decision – repeatedly arguing the point and complaining about the decision.

Unacceptable Customer Behaviour - Unacceptable behaviour is any behaviour which is damaging or has hurtful effects either physically or emotionally on other people or that leads to staff being afraid for their personal safety or mental wellbeing.



Unreasonably Persistent Complainant - An unreasonably persistent complainant may have a justified complaint or grievance, but may pursue them in inappropriate ways, or they may be intent on pursuing complaints that have no substance or which have already been investigated and determined. Their contact with the Council may be amicable but still place heavy demands on staff time.



Stage 4 (applies to both) – Advise customer of action/sanction, why it has been necessary, right to appeal within 14 days and date for review of sanctions.

Appeal reviewd by Deputy Chief Executive and Monitoring Officer.

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Equality Impact Assessment

Name of project, policy, function, service or proposal being assessed:	Unacceptable Customer Behaviour Policy
The main objective of (please insert the name of accessed document stated above):	Ensure the Council has a clear policy and process for the handling of unacceptable behaviour by customers to ensure the health and wellbeing of officers is protected.

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
Gender	External			x	
	Internal		x		
Gender Reassignment	External			x	
	Internal		x		
Age	External			x	
	Internal		x		

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

Please state the group/s: _____ _____ _					

Is there is any evidence of a high disproportionate adverse or positive impact on any groups?	~~Yes~~	No	There is evidence of a positive impact on all protected characteristic groups who are employees of the Council. The Unacceptable Customer Behaviour policy provides clear processes as to how unacceptable behaviour will be managed. Unacceptable behaviour includes discrimination, victimisation or harassment on the basis of any protected characteristic and is written in compliance with the equality Act 2010. There is no evidence to suggest a negative impact on particular characteristics as a result of the policy. The Council must comply with the public sector equality duty and caution will be exercised before imposing any restrictions on customer access to ensure compliance with that duty. Any restriction would need to be proportionate to a legitimate aim and this is set out within the policy. More effective data management of customers to whom the policy is applied will enable better assessment of impacts. The council has a reasonable adjustments policy and this is references as part of the Complaints, Compliments and

			Comments Policy so any customers needing support in their complaint handling will be identified and supported.
Is there an opportunity to mitigate or alleviate any such impacts?	Yes	~~No~~	The reasonable adjustment policy supports reporting under this policy. Data will be collected to monitor impacts of the policy on specific characteristic groups.
Are there any gaps in information available (e.g. evidence) so that a complete assessment of different impacts is not possible?	~~Yes~~	No	Comment

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
Review of reporting of unacceptable customer behaviuor	Annually	Effective reporting and feedback from reporters and monitoring complaints to establish whether there is evidence of a specific impact based on a protected characteristic.	Deputy Chief Executive

Authorisation and Review

Completing Officer	
Authorising Head of Service/Director	

Date	
Review date (if applicable)	

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Report to Cabinet

Subject: Update of Risk Management Framework

Date: 16 July 2026

Author: Deputy Chief Executive

Purpose

To seek approval of updates to the Risk Management Strategy

Recommendation

That Members:

1) Following recommendation from the Audit Committee, approve the adoption of the amended Risk Management Framework at Appendix 1 to this report.

1 Background

1.1 In March 2024, Cabinet approved a new Risk Management Framework following recommendation from Audit Committee. This framework has driven the change to the risk management processes across the organisation. Since the adoption of the framework, significant work has been undertaken to improve the way the Council manages and reports risk and following an internal audit of the risk management process in August 2025 which resulted in a substantial assurance for design and moderate assurance for effectiveness, a further review of the framework was completed in December 2025.

1.2 The Accounts and Audit Regulations 2015 require the Council to ensure that it has a sound system of internal controls which includes the effective management of risk. As the Council moves towards a period of change with Local Government Reorganisation, a more focused approach has been taken to the setting of Council priorities for 2026-28 through the approval of the Gedling Legacy Plan which sets out the Council's priorities for the next 2

years.

1.3 In order to support delivery of the Gedling Legacy Plan, a review of the Council's current governance structures has been undertaken. In particular, consideration has been given to the effectiveness of the Council's Corporate Risk Board and Budget and Performance Board which are officer boards established to ensure better and more effective management of risk and performance across the organisation. As a result of the review and following consultation with Senior Leadership Team and risk board members, it has been recommended that the Corporate Risk Board merge with the Council's Budget and Performance Board. This will ensure better alignment in the review of performance, budget and risk. In addition, the reporting of all three has been aligned to mirror the budget reporting process of 4 monthly reporting. The Risk management Framework has been updated to reflect this change.

1.4 Following recommendations from Audit Committee in relation to the current Corporate Risk Register and the need to reflect Local Government Reorganisation within it, a review of the Corporate Risk register has been undertaken by the Corporate Risk Board and Senior Leadership Team to ensure that corporate risks truly reflect the rising risks facing the organisation at the current time including LGR and other external impacts which present a risk to the organisation.

1.5 The Corporate Risks have been amended and have reduced from 13 to 10 Corporate Risks they can be found at Appendix 2 of the Risk Framework. The key changes are:

- Some of the risk headings have been combined to ensure more effective tracking, for example, performance has been linked with projects and priorities, ICT and Data Security have been combined.

- A new risk has been added in relation to Local Government Reorganisation (LGR).

- The current corporate risk of capacity has been removed as it is recognised that this is in fact an outcome of a number of other risks including potentially LGR.

- A new risk of compliance has been added to ensure effective management of risks in relation to compliance with health and safety, procurement, data protection and a range of other legislative requirements.

- Finally, the Environment risk has been expanded to cover any external environment or socio-economic risk which may impact the organisation including, climate change, emergency planning events and war. The new Corporate Risks are included at Appendix of the Risk Management Framework.

1.6 The Risk Appetite statement, within the framework is a declaration of the Council's risk appetite and must be agreed, along with the Framework by Cabinet. Based on the risk scoring matrix, the Council's risk appetite level has been set at Moderate – Tending always towards exposure to only modest level of risks in order to achieve acceptable outcomes. It is against this risk appetite level that risks are assessed and scored. Whilst this is the Council's overall risk appetite, every risk will be assessed and in some instances, a higher level of risk may be acceptable depending on the outcomes delivered. In practical terms this will be visible to Audit Committee through reporting of risks to the Committee. It is not proposed that there are any changes to the Council's risk appetite at this time.

2 Proposal

2.1 The Audit Committee reviewd the changes to the Risk management Strategy on 23rd June and recommended approval of the changes to Cabinet. It is proposed that Cabinet agree the amendments to the Risk Management Framework at Appendix 1. The amendments are shown in red for clarity.

3 Alternative Options

3.1 Cabinet could determine not to approve amendments to the Risk Framework, however the framework has been reviewed based on input from Senior Leadership Team and risk owners and is considered to be necessary to ensure the framework remains fit for purpose and reflects the Council's current arrangements for managing risk and the current key risks facing the organisation.

4 Financial Implications

4.1 There are no direct financial implications arising from this report.

5 Legal Implications

5.1 The Accounts and Audit Regulations 2015 require the Council to have sound systems of internal control in relation to risk. This Framework supports this

requirement.

6 Equalities Implications

6.1 Appendix 2 Equality Impact Assessment

7 Carbon Reduction/Environmental Sustainability Implications

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

8 Appendices

8.1 Risk Management Framework Amended

Equality Impact Assessment

9 Background papers

9.1 None

10 Local Government Reorganisation

10.1 The Corporate Risks have been reviewed and amended to reflect the risks associated with LGR.

Statutory Officer approval

Approved by the Chief Financial Officer
Date:

Drafted by the Monitoring Officer

Risk Management Framework

March 2024

Reviewed December 2025

Reviewed June 2026

Contents

Introduction 3
Part 1 - Risk Management Policy & Strategy 4
2. What is Risk Management 6
3. Why does the Council need to carry out Risk Management? 6
4. Risk Management Strategy 8
i. Governance and Infrastructure 8
ii. Culture 12
5. Management of Risks 14
6. Risk Appetite Statement 14
7. Risk Matrix 16
Appendix 1 - ALARM National Performance Model for Risk Management in Public Services 20
Part 2 - Risk Management Toolkit 22
1. Risk Management Process 23
i. Risk Identification 25
ii. Analyse, assess and evaluate risks. 27
iii. Review of controls and their effectiveness 28
iv. Response to Risk 29
v. Reporting, Monitoring and Communication 31
vi. Integration with Strategic Planning and Decision Making 35
Appendix 2 – Corporate Risk Register Template 35

Introduction

This Risk Management Framework pulls together a number of key elements to ensure that the Council establishes and maintains effective risk management. The overarching Framework includes;

i) The Risk Management Policy, Strategy and Risk Appetite Statement which sets out the Council's approach to risk management and;

ii) The Risk Management Toolkit, which sets out the processes that managers will follow to deliver effective risk management.

Part 1 - Risk Management Policy & Strategy

1. Risk Management Policy Statement

We recognise risk management is a vital activity which underpins and forms part of the vision, values, and corporate priorities of the Council as set out in the Gedling Legacy Plan. In addition, by having an effective risk management framework in place it will provide the communities we serve with confidence that we can deliver on the priorities we have promised.

The Council promotes continuous improvement and strives to be efficient and effective in all areas of service delivery. This requires the adoption of new ways of working and a willingness to change which sometimes has risks associated with it.

Risk is always present in every activity that we do, and our risk management framework sets out to be proactive in the identification, assessment, and management of key areas of risk. We seek to embed effective risk management within the operation and decision-making process of the Council. Risk management needs to be an integral part of all processes, projects and strategic decisions made, this will include procurement and contracting arrangements. Wherever we work with partners or third parties we will ensure that they are aware of and work in line with our risk management framework.

Our aim is to have a risk management framework that is fit for purpose and appropriate to the size and nature of our operations. We aim to ensure that our risk management framework has a consistent, well communicated, and formal process operating effectively within the Council.

In order to assist in effective decision making it is essential for us as strategic leaders to define the level of risk exposure that we think is acceptable. This is set out in the Risk Appetite Statement. This should inform decision makers on the level of risk that they can take and areas where additional controls will need to be implemented to manage risks being taken.

The risk management framework and the effective management of risks is a key part of the Governance Framework of the Council. Its implementation will provide assurance to all our stakeholders that risk identification and management has a key role in the delivery of the Gedling Legacy Plan and strategic objectives including the progression through Local Government reorganisation.

The Council accepts its legal and moral duties in taking informed decisions about how best to control and minimise the downside of risk, whilst still maximising opportunity and benefiting from positive outcomes.

Through this framework we will involve, empower, and give ownership to all employees and members to identify and manage risk. Risk management will be supported by regular discussions and appropriate actions by Cabinet ,SLT and

the Budget Performance and Risk Board including the regular review of significant risks and reviewing actions to reduce those risks to an acceptable level. The management of risk will be an integral part of strategic and operational planning, as well as being embedded in the day-to-day operation, development, monitoring, and overview of the Council.

[Name]
Chief Executive

[Name]
Leader of the Council

2. What is Risk Management

Risk Management is the process whereby an organisation methodically addresses the risks which may stop them from achieving their corporate objectives. The focus of good risk management is the identification and treatment of the risks to minimise any impact or maximise benefit.

A risk is defined as the “effect of uncertainty on objectives” by the International Organisation for Standardisation (ISO 31000). An effect is a positive or negative deviation from what is expected, and that risk is often described by an event, a change in circumstances or a consequence. By accepting this definition, the Council recognises that taking the right risks in an informed way can be beneficial to the objectives and that risk management is not just a negative process used to stop opportunities being taken.

Risk Management should be a continuous and developing process connected with the organisation’s strategy and the delivery of it in the past, present, and future. It should be embedded into the culture of the organisation and led by the most senior leaders and managers.

3. Why does the Council need to carry out Risk Management?

Risk management is a management tool which should form part of the governance system of every public service organisation. When applied appropriately, risk management can be very beneficial. It can help organisations achieve their stated objectives and deliver on intended outcomes. It can also help managers to demonstrate good governance, better understand their risk profile and better mitigate risks (particularly uninsurable risks). Externally it can help the organisation to enhance political and community support and satisfy stakeholders’ expectations on internal control.

The Council does not operate in isolation and is subjected to constant challenges and external changes which may pose a threat to the delivery of the Gedling Legacy Plan strategic objectives or provide new opportunities which have to be considered and addressed on an ongoing basis. Risk management processes provide a mechanism by which these issues and their impact can be identified, assessed, monitored and relevant actions taken to address them.

Some of the most recent examples of the landscape the Council operates in include:

- Covid 19 Pandemic
- Cost of living crisis
- Economic downturn
- Limited finances for Local Government
- Organisational resilience pressures
- Recruitment difficulties for key roles

- New ways of working - partnerships, outsourcing, commissioning
- Brexit
- Innovative technologies
- Agile/remote working methods
- Climate Change
- Local Government Reorganisation

Whilst it is good business practice and essential for good governance processes the Council also has a legal requirement to have a risk management process in place.

The Accounts and Audit Regulations 2015 state:

> *"A relevant authority must ensure that it has a sound system of internal control which—*
>
> *(a)facilitates the effective exercise of its functions and the achievement of its aims and objectives.*
>
> *(b)ensures that the financial and operational management of the authority is effective; and*
>
> *(c)includes effective arrangements for the management of risk."*

Ultimately by having an effective, embedded Risk Management Framework in place to influence its decision making the Council can benefit by helping to ensure:

- The objectives set in the Gedling Legacy Plan can be delivered.
- All employees and Members understand the desired culture in relation to risk,
- Decisions to take appropriate risks in certain areas can be made from an informed viewpoint.
- The Council can protect its reputation.
- Operational and financial efficiency is ensured as resources are not lost by taking unnecessary risks.
- The Council can maximise opportunities.
- The Council can demonstrate good governance processes.
- Assets are protected.

4. Risk Management Strategy

i. Governance and Infrastructure

Sponsorship and Positioning of Risk Management

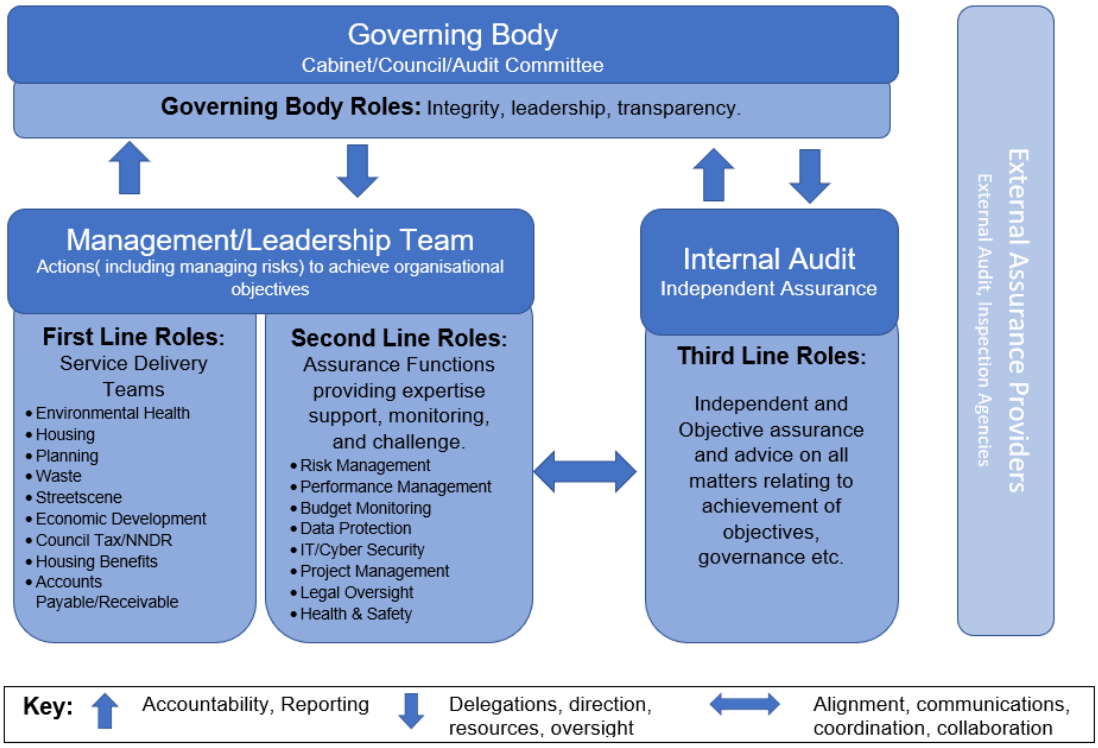
Risk Management needs to be embedded throughout the Council and underpin all of its activities. It is a key governance process and needs to have direction and leadership from the very top of the organisation; as well as being relevant and responsive to the staff delivering services on the ground. The risk matrix and risk appetite statement contained in this strategy will be used across the Council to ensure that a collective understanding and language is adopted when talking about risks.

The Cabinet and SLT are responsible for giving direction, approving the Risk Management Framework, and taking ownership of the Corporate Risk Register. They will ensure that all decisions are taken in accordance with the Council's agreed risk appetite.

The Council's Budget, Performance and Risk Board sits beneath SLT and meets every month to assess risk levels across the organisation aligning rising risks with performance and budget data. The Board is made up of the Deputy Chief Executive, s.151 officer, Assistant Directors and Senior Managers with responsibility for risk. This board reports risk issues to SLT as they arise and ensures regular updating of departmental risks to support an accurate Corporate Risk register.

The Chief Executive will act as the sponsor for the Risk Management Framework at a strategic level and with the support of the Director responsible for Audit and the Chief Financial Officer, will ensure that SLT decisions are taken in line with the Risk Management Framework.

Management and other corporate reporting/assurance functions will help to monitor and report on the effective delivery of the Risk Management Framework in line with the Institute of Internal Auditors' "3 Lines Model" as set out below:



Roles and Responsibilities

All employees and Members have a role to play in the management of risk as it is a key part of day-to-day service delivery and management of the Council. However certain individuals or groups have specific responsibilities in the oversight and implementation of risk management, more detail on these is set out below.

Risk Management Sponsor (CEO)

- Champion risk management at the strategic level.
- Ensure regular discussions are held on Risk Management and the Council's risks.
- Encourage SLT and senior managers to ensure they have effective risk management arrangements in place for their service areas.

Risk Manager (Director responsible for Audit and Chief Financial Officer)

- Coordinate the organisation's risk management activity.
- Develop and maintain with SLT the risk management framework, methodologies, and tools.
- Chair and oversee the Council's Budget, Performance and Risk Board

- Highlight any significant new or worsening risks to SLT, Audit Committee and the Cabinet for review and action.
- Assist in the delivery of the risk management process and aggregation of risk profiles across the organisation.
- Provide risk management guidance, training, and advice.

- Provide the link between risk management and other related disciplines, for example, insurance, business continuity, safeguarding, data protection, cyber security, emergency planning, and health and safety.
- Promote and share best practice risk management across the organisation.

Cabinet

- Approve the Risk Management Framework which includes policy, strategy, and Risk Appetite for the Council.
- Provide assurance to stakeholders that risks are being effectively managed.
- Within individual portfolios understanding and enabling informed risk within their portfolio areas
- Ensuring application of the Risk management framework to support decision making.

Audit Committee

- Gain assurance over the governance of risk, including leadership, integration of risk management into wider governance arrangements, and the top-level ownership and accountability for risks.
- Support the development and review of the Council's Risk Management Framework.
- Oversee the risk management framework, and its implementation in practice.
- Review key risks to the Council and controls in place via the Corporate Risk Register.
- Oversee the integration of risk management in governance and decision-making processes.
- Review arrangements to coordinate and lead risk management.

SLT

- Regularly review the risk management framework to ensure it underpins the organisation's strategy and objectives.
- Recommended the Risk Management Framework to Cabinet for approval.
- Approve the processes to be used by management to manage and monitor risks.
- Review the key risks across the organisation, consider their importance against strategic objectives and action further controls.
- Allocate sufficient resources to address the top risks.
- Report on key risks and controls in line with the organisation's risk management strategy.
- Create an environment and culture where risk management is promoted, facilitated, and appropriately undertaken by the organisation and is embedded in all decision making.
- Champion risk management activities, educate colleagues, and raise awareness of the benefits of managing risk effectively.
- Follow the risk management process as detailed in the Strategy including maintaining the Corporate Risk Register and monitoring actions.

•

Budget Performance and Risk Board

- Ensure an effective risk control framework is in place and operating effectively across all service areas.
- Embedding risk awareness across the Council.
- Working with members to set risk appetite and tolerance.
- Identifying and assessing strategic risks that could impact Council objectives and identifying mitigatory actions.
- Prioritising and categorising risks, and related actions.
- Assigning risk owners and timescales for completion of remediation or mitigation.
- Tracking actions to completion (including related audit actions), escalating to SLT where necessary.
- Monitoring risk levels across the organisation including considering and stress testing individual and multi-variate risks and impacts.
- Reporting on the Council's risk profile and strategic risk to SLT and Audit Committee.

Risk Owners (Assistant Directors and Senior Managers)

- Communicate the benefits of risk management across operational areas for which they are responsible.
- Help facilitate the risk management process and risk reporting procedures across operational areas.
- Help ensure key stakeholder commitment.
- Ensure risk management processes and risk reporting procedures are completed in line with the organisation's risk management framework for each area under team member's responsibilities.
- Monitor and review the key risks in each area of responsibility regularly but four monthly as a minimum.
- Ensure risk management is explicitly considered in framing Service Plans, Projects and business cases.
- Ensure risk management is explicitly reflected in decision making.
- Ensure completion of action plans associated with risk mitigation.
- Manage risk effectively in each area of responsibility.
- Complete the risk management process and risk reporting procedures as per the organisation's guidelines.
- Complete, track and monitor the progress of action plans.

All Employees

- Understand and comply with the risk management processes and guidelines of the organisation.
- Monitor work on an ongoing basis to identify new and emerging risks and escalate as required.

Internal Audit

- Create an audit plan aligned with the key Corporate Risks.
- Review and challenge the effectiveness of the risk management framework.
- Review the progress of planned actions.
- Test and validate existing controls.

ii. Culture

To be effective in the long term and to support good governance, effective risk management needs to be embedded into the Council's Culture.

It is important that this Culture is seen to run from the top of the Council down. SLT and Senior Managers should set an example to others when it comes to embracing the importance of effective, embedded risk management in all processes. All managers need to support the roll-out of this framework and ensure that risk management processes once established are followed by all employees.

To do this, it will be necessary to provide relevant training and awareness of the Council's Risk Management Framework to all employees. A training and communication plan will be developed to ensure the framework is effectively rolled out and embedded into the Council and that all employees see that they have a vital role to play.

An essential element needed to embed the Council's risk management into the Council's culture is ensuring that there is a collective understanding of risks and that a common language is used when it comes to quantifying and discussing risks. To achieve this the risk matrix within this framework and the definitions for levels of risk should be used consistently across the Council. This adds clarity so that the level and definition of a risk is understood and means the same thing to everyone regardless of which section or function is talking about it. Unless there is a very good reason any assessments associated with risks should utilise the agreed risk matrix and definitions and operate in line with the Council's agreed risk appetite.

It is also important that the Council's Risk Appetite Statement and risk processes are understood by those we work closely with in partnerships and in contracts. Wherever possible the Council's risk management processes should be used when working with partners and contractors.

All employees and managers need to take ownership and accountability for their role in the Risk Management process as set out in the "roles and responsibilities" section of the strategy. Employees at all levels should be encouraged to raise emerging risks that they have identified with their line managers with the knowledge that the information will be considered and acted on appropriately where necessary.

In addition to training and awareness the Chief Executive, as the Risk Management Sponsor, will oversee the risk management culture at SLT. They will do this by encouraging positive messages relating to risk management and challenging poor risk management practices such as the failure to adequately consider risk implications when making important decisions or the failure to review levels of risk within service areas or complete actions to mitigate risks within agreed timescales.

As part of embedding Risk Management into the culture of the Council it is important that everyone understands the current position of Risk Management and where we want to get to. To do this we are adopting the ALARM National Performance Model for Risk Management in Public Services which can be found at appendix 1. An initial assessment has been made by SLT and against each of the criteria. The assessment has shown that the Council is at the current level for each category:

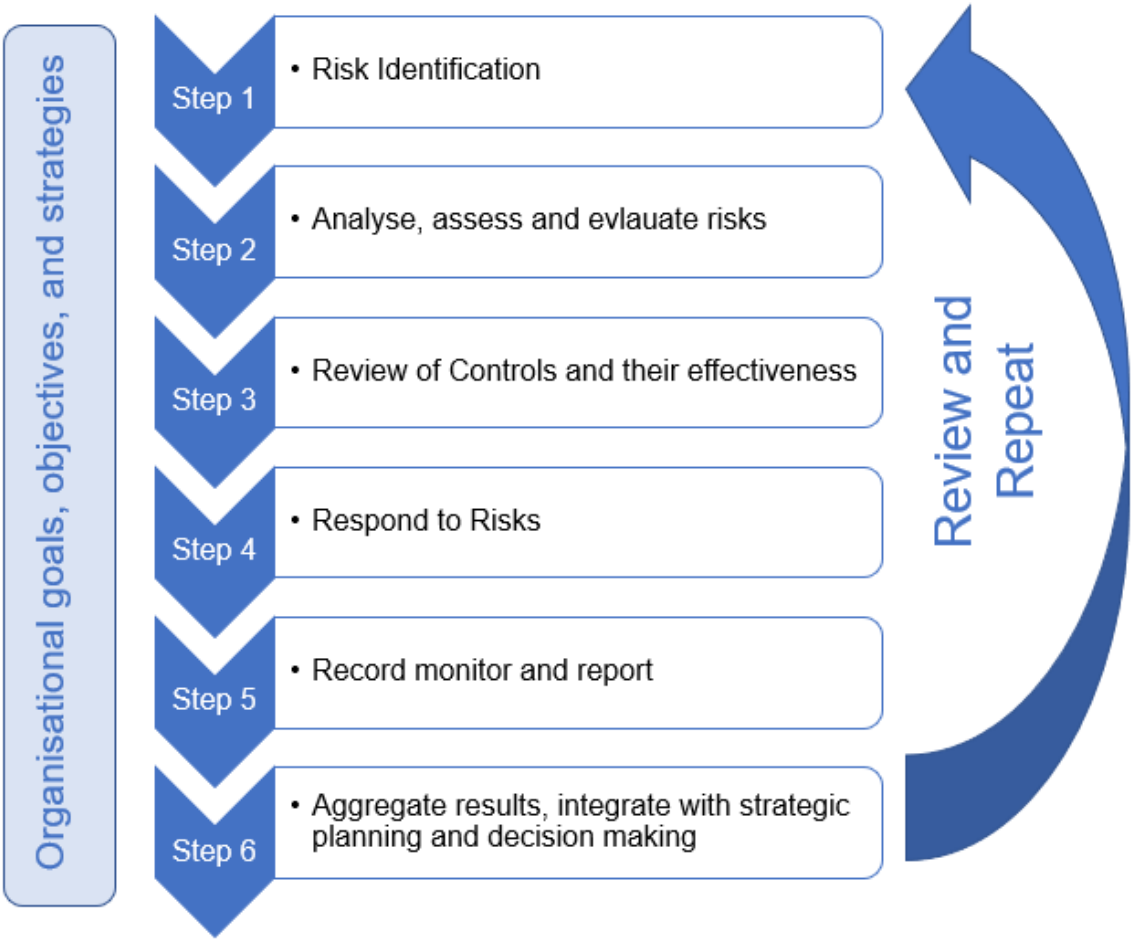
Category	**Rating (1-5)**	**Rating 2025**
Leadership and Management	3	4
Strategy and Policy	3	4
People	3	4
Partnership, Shared Risk and Resources Processes	3	3
Processes	3	3
Risk Handling and Assurance	2	4
Outcomes and Delivery	2	3

It is recognised that it is unlikely that the Council will be able to achieve the rating of “5 - Driving” in all categories due to limited resources and competing demands on officer time**.** Therefore, it has been agreed by SLT that the target will be to achieve at least Level 4 rating- Embedded and Working in each category by April 2025 moving to Level 5 rating - Driving by the end of the Framework 2027.

Since the adoption of the framework in 2024, the Council has had an audit of its risk management processes. In light of the findings of the audit, there has been a further assessment of the ALARM framework. The amended scores are shown in the table above. Overall this shows an improvement in the overall picture for risk management.

5. Management of Risks

The Council will implement an ongoing cyclical review process for the management of risks. As set out in the diagram below.



6. Risk Appetite Statement

Risk appetite can be defined as the amount and type of risk an organisation is willing to accept in the pursuit of its objectives.

The Council's overall risk appetite is set out in reference to the risk appetite definitions below which include the colours used in the risk matrix to show levels the relevant levels of risk. Escalation and reporting thresholds will be reassessed periodically to ensure risks are reported and reviewed within suitable defined limits.

Category	Definition	Risk Levels
Avoid	No appetite. Not prepared to take risk.	N/A
Adverse	Prepared to accept only the very lowest levels of risk, with the preference being for ultra-safe delivery options, while recognising that these will have little or no potential for reward/return	Negligible Risk (Blue)
Cautious	Willing to accept some low risks, while maintaining an overall preference for safe delivery options despite the probability of these having mostly restricted potential for reward/return.	Low Risk (Green)
Moderate	**Tending always towards exposure to only modest levels of risk in order to achieve acceptable outcomes**	**Modest Risk (Yellow)**
Open	Prepared to consider all delivery options and select those with the highest probability of productive outcomes, even when there are elevated levels of associate risk.	Medium Risk (Orange)
Hungry	Eager to seek original/creative/pioneering delivery options and to accept the associated substantial risk levels in order to secure successful outcomes and meaningful reward/return.	High Risk (Red)

Cabinet have agreed that the Council's current overall base risk appetite is defined as moderate.

This means the Council remains open to innovative ways of working and to pursue options that offer potentially substantial rewards, however, also carry a moderate level of risk. The Council's preference is for safe delivery options, especially for those services required by statute and ideally all actions should be within this agreed risk appetite. This means that options should only be pursued if they can be managed as a yellow or lower risk.

However, in an organisation, such as a local authority, where service delivery is diverse and risks take many forms, risk appetite may vary according to the specific circumstances being assessed. For example, an option may be considered to improve the Town Centre that is seen to have a higher level of risk for the Council than the moderate appetite would allow but where the ultimate outcome would bring significant benefits if successfully implemented.

Where an option or decision is being pursued that is deemed to be at a higher level of risk than Moderate then additional controls/safeguards will need to be put in place. This will include formal agreement from the three Statutory Officers (S151 Officer, Monitoring Officer, and Head of Paid Service) and the appropriate decision maker at member level to pursue the option, and increased levels of monitoring and reporting of the risk will need to be established.

7. Risk Matrix

To assist in the management of risks the Council has adopted a 4 x 4 matrix. This has the risk appetite displayed through the use of colour coding of the squares. With the Impact across the top on the x-axis and the likelihood down the side on the y-axis.

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

The matrix has been colour coded in line with the Council's risk appetite as follows.

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

The risk matrix is supported by the following definitions.

LIKELIHOOD

4	**Very Likely** >90%	• Event expected to occur. Has occurred and will continue to do so without action being taken. • Indication of imminent occurrence • There are external influences which are likely to make our controls ineffective
3	**Probable** 60-90%	• There is a moderate exposure to the risk. • Reasonable to expect event to occur within a year. • Has occurred in the past. • Is likely to occur within the Council's planning cycle. • There are external influences which may reduce effectiveness of controls
2	**Possible** 30-60%	• There is a low exposure to the risk. • Little likelihood of event occurring - 1 in 10 years • There is a potential for external influences which may reduce effectiveness of controls
1	**Unlikely** 0-30%	• Extremely remote • Not expected to occur but may do so in exceptional circumstances - 1 in 100 years. • There are few or no external influences which may reduce effectiveness of controls

IMPACT

Score	Description	Indicative Guidelines
4	**Major Consequences**	The consequence is so bad that urgent action must be taken to improve the situation or prevent it worsening. External support from the Government or other agencies is likely to be needed: • Catastrophic loss, delay, or interruption to services • Level of financial loss, additional costs, or loss of assets which the Council is unable to resource without additional Government/External support. • One off event which would de-stabilise the Council over several years. • The risk will cause the objective not to be reached, causing damage to the organisation's

		reputation. • Will attract medium to long-term attention of legislative or regulatory bodies. • Major complaints • Significant adverse media interest • Death or life-threatening injury
3	**Serious Consequences**	The consequences are sufficiently serious to require attention by Cabinet and/or full Council: • Loss of key assets or services for an extended time period. • Longer term impact on operational efficiency or performance of the Council or crucial service areas • Financial loss, additional costs or loss of assets which would need a Council decision as the scale of the loss would be outside the Council's budget & policy framework. • The risk would destabilise the Council in the short term. • The intended objectives are unlikely to be met leading to negative impact on the Council's reputation and a significant number of complaints. • Will lead to attention for regulators and External Auditors for a significant time. • Major accident/injuries (but not life-threating)
2	**Moderate/ Disruptive**	The consequence is sufficient to require attention by Leadership Team and cannot be managed within a Service Area • Significant loss, delay, or interruption to a service. • Medium term impact on operational efficiency or performance • Financial loss, additional costs or loss of assets that is within the Council's budget & policy framework but needs a Statutory Officer decision, Leadership Team decision, Cabinet decision or needs to be drawn to Cabinet's attention. • The risk will cause some elements of the objective to be delayed or not achieved, causing potential damage to the organisation's reputation. • May attract medium to short term attention of legislative or regulatory bodies. • Significant complaints

		• Serious accident / injury (but not life threatening)
1	**Minor/Non-Disruptive**	The consequences can be dealt with as part of the normal day-to-day business by the Team Manager and the Head of Service: • Minor loss, delay, or interruption to services • Short term impact on operational efficiency or performance • Negligible financial loss • The risk will not substantively impede the achievement of the objective, causing minimal damage to the organisation's reputation. • No or minimal external interest. • Isolated complaints • Minor accident / injury

Appendix 1 - ALARM National Performance Model for Risk Management in Public Services

Scale	Leadership & Management	Strategy and Policy	People	"Partnership, Shared Risk and Resources Processes"	Processes	Risk Handling and Assurance	Outcomes and Delivery
Driving 5	Leadership uses consideration of risk to drive excellence through the organisation, with strong support and reward for well managed risk-taking	Strategy and Policy are closely aligned to risk management and the threat of failing to achieve objectives	All staff are empowered to be responsible for risk management. The organisation has a good record of innovation and well-managed risk-taking. Absence of a blame culture	Clear evidence of improved partnership delivery through risk management and that key risks to the community are being effectively managed	Management of risk and uncertainty is well integrated with all key business processes and shown to be a key driver in business success	Clear evidence that risks are being effectively managed throughout the organisation. Considered risk-taking part of the organisational culture	Risk management arrangements clearly acting as a driver for change and linked to plans and planning cycles
Embedded and working 4	Leadership is supportive of the risk management process, engages actively and ensures it is embedded throughout the organisation	Risk management principles are reflected in the organisation's strategies and policies. Risk framework is reviewed, developed, refined, and communicated	A core group of people have the skills and knowledge to manage risk effectively and implement the risk management framework. Staff are aware of key risks and their responsibilities	Sound governance arrangements are established. Partners adequately support one another's risk management capability and capacity	A framework of risk management processes in place and used to support service delivery. Robust business continuity management system in place	Evidence that risk management is being effective and useful for the organisation and producing clear benefits. Evidence of innovative risk-taking	Very clear evidence of very significantly improved delivery of all relevant outcomes and showing positive and sustained improvement
Working 3	Leadership take part sporadically in the risk management process and provide some resources	A basic risk strategy and related policies exist and are partially implemented	An individual with Risk Management responsibilities is in place with the correct skills and experience	Risk with partners and suppliers is managed across organisational boundaries but inconsistently	Risk management processes used to support key business processes. Early warning indicators and lessons learned are reported. Critical services	Clear evidence that risk management is being effective in all key areas, capability assessed within a formal assurance framework and against best practice standards	Clear evidence that risk management is supporting delivery of key outcomes in all relevant areas

Scale	Leadership & Management	Strategy and Policy	People	"Partnership, Shared Risk and Resources Processes"	Processes	Risk Handling and Assurance	Outcomes and Delivery
					supported through continuity plans		
Happening 2	Leadership are aware of risk management process but do not actively participate	The need for a risk strategy and risk-related policies has been identified and accepted but not implemented	Risk management is an informal part of a single person's role within the organisation	Approaches for addressing risk with partners are being developed and implemented	Some stand-alone risk processes have been identified and are being developed. The need for service continuity arrangements has been identified	Some evidence that risk management is being effective. Performance monitoring and assurance reporting being developed	Limited evidence that risk management is being effective in, at least, the most relevant areas
Engaging 1	Leadership are not providing guidance with regards to risk management objectives, culture, or practices	The need for a risk strategy and risk-related policies has not been identified. The risk management system is undocumented with few formal processes present	No risk management roles or associated skills are in place within the organisation and there is little desire to implement this	No risk management considerations are given to partnerships	No stand-alone risk processes have been developed	No clear evidence that risk management is being effective	No clear evidence of improved outcomes

Part 2 - Risk Management Toolkit

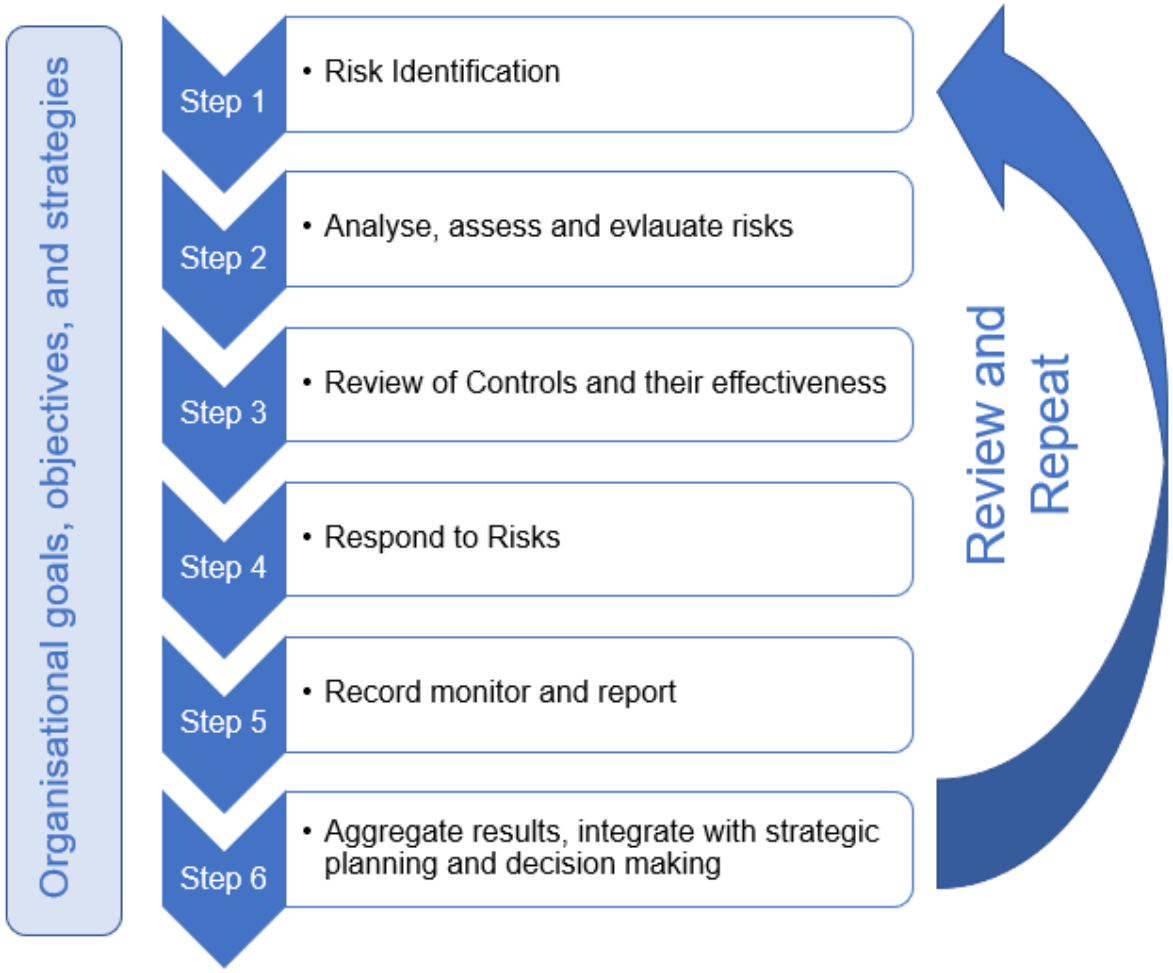
1. Risk Management Process

The risk management process is continuous. It involves identifying the risks, prioritising them and implementing actions to mitigate the top risks on an ongoing basis.

Risks to an organisation can have positive and negative impacts, opportunities should be seen as positive risks and if identified early can be managed well, and the benefits realised.

The Council is adopting a risk management process that can be used to identify and score both positive and negative risks. This process should be embedded across the Council to improve informed decision making and increase delivery if the key objectives. All managers and employees should use the tools and techniques when making decisions whether there is a corporate requirement for a formally documented risk register relating the function/process or not.

The Council's risk management process can be broken down into six steps as shown below.


Organisational goals, objectives, and strategies
Step 1
• Risk Identification
Step 2
• Analyse, assess and evlauate risks
Step 3
• Review of Controls and their effectiveness
Step 4
• Respond to Risks
Step 5
• Record monitor and report
Step 6
• Aggregate results, integrate with strategic planning and decision making
Review and Repeat

i. Risk Identification

Risk identification is one of the first major components of a best practice risk management process. The purpose of risk identification is to generate a comprehensive inventory of risks based on events that might create, prevent, accelerate, or delay the achievement of the organisation's objectives. In order to do this, it is beneficial for all risks to be identified at each level of the organisation; however, we accept that resources are not available to corporately support formal risk registers for all operational functions.

The Council has therefore set a requirement for formal risk registers to be maintained at specific levels of the organisation or for specific reasons, but additional risk registers could be maintained below these to assist managers and to inform the formal risk registers. It is hoped in time that Managers will see the benefit of maintaining risk registers for all of their functions and not just those mandated by this framework.

The first stage of any risk management exercise is to identify the risks that are currently affecting the Council or may do so in the future. To do this a number of steps should be considered.

1. Review the existing risk registers and ask:
    a. Have any of the existing risks changed significantly?
    b. Are any risks missing?
    c. Are there any changes in the next 12 months that could present a risk?

2. Identify new and emerging risks - this could be done via horizon scanning, monitoring relevant industry press, monitoring legislation, known changes to policies.

3. Review previous losses, events, incidents and identify anything useful from the lessons learnt reports.

Risks should not be assessed in isolation and a number of people may be involved in this process including other team or project members. You should use tools such as SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis to try to ensure all areas are covered. Appendix 2 also includes some risk descriptions applied to the Corporate Risk Register which can be used as a guide.

At this stage do not try to limit your thoughts or just roll forward the risks you have previously identified - it is important that you try to include fresh thinking on new and emerging risks every time a risk register is reviewed.

Each risk will be captured in a template on the Council's performance management system and will include:

- a refence number,
- short name
- a description,
- the name of the risk owner (the risk owner should be someone with knowledge of the risk and be senior enough to ensure that all actions are completed)
- the date the risk was first identified and
- the current controls
- Link to the Corporate Risk register reference
- Risk scores (gross, residual, risk appetite)

Written guidance has been created to assist risk owners on how to input risks into the Council's performance management system. In general terms the identification and wording of risks needs to be clear and concise. Risk writing should follow the model proposed by the Government's Orange book guidance for the management of risk. The Orange Book guidance for the management of risk defines risk as 'the effect of uncertainty on objectives' and states that it should usually be expressed in terms of causes, potential events, and their consequences. These are:

- **Cause**. An element which alone or in combination has the potential to give rise to risk.
- **Event**. An occurrence or change of a set of circumstances and can be expected which does not happen or something that is not expected which does happen.
- **Consequence**. The impact that could happen if the risk was to materialise.

If the risk is not adequately defined, it is difficult to demonstrate what actions might be needed to reduce the risk. For example the following risk statement :

"Users unable to use available technology" – is too broad and provides no information as to which technology, why there is a use issue ie is it inadequate training or is it because there is an issue with the technology which prevents users being able to use it? This could be several risks in one, each risk should be identified with the associated cause and consequence.

ii. Analyse, assess and evaluate risks.

Once the risks have been identified it is important to be able to prioritise them in some way so that attention and resources can focus on the areas most likely to have the largest impact on the delivery of the Council's objectives. In order to do this the risks are assessed against two criteria.

- Impact - this is the effect that the risk would have on the delivery of the Council's objectives if it were to occur.
- Likelihood - this is how likely the risk is to occur.

Once scores are calculated we can plot where the risk sits on the risk matrix and give the risk an overall score by multiplying the Impact and Likelihood scores

Impact x Likelihood = Risk Score. E.g. 4 x 3 = 12

The risk score is calculated twice once for the Gross Risk which is the worst-case scenario without any controls in place. The controls already in place to address the risk should then be recorded and the Residual Risk Score is calculated taking the effect of these into account. Finally all risks will be assessed against a target level based on risk appetite.

In order to assist with scoring, a scale for each of these has been determined and these are set out in the risk matrix above. As with the identification of the risks it is useful for more than one person to be involved in the scoring of the risks as this avoids the scoring being skewed by an individual's subjective view.

The way one person sees a risk may differ from another due to many factors including past experience, personal views on the importance of an area and how that person can personally influence the risk. When a group reviews the scores, these personal influences can be smoothed out.

iii. Review of controls and their effectiveness

By calculating both the Gross and Residual Risk Scores it highlights the effectiveness of the controls but also the importance of them operating effectively. Managers may believe a risk is being well managed, but the controls are not operating effectively.

It is therefore important that managers do take some time to assess the effectiveness of the controls that they have in place and make use of other information at their disposal to do this. This should be done at the time the risk register is being produced but also on an ongoing basis as the risk register is being reviewed.

There are many tools which operational managers should be using directly as part of their role as the 1st Line such as:

- Sample checking a sample of transactions to see they have followed the correct process/been properly authorised.
- Checking staff are aware of the correct processes to follow.
- 1 to 1s and monitoring of staff.

Managers can also make use of information from the 2nd Line functions to give them information relating to the effectiveness of the controls they have in place. Lots of information available to Managers can be considered as Key Risk Indicators (KRI) when used to inform the identification of risks and the success in the implementation of the agreed risk reduction methods. The following could be considered as Key Risk Indicators:

- Customer Complaints
- Data Protection Breach information
- Legal Compliance information
- Vacancy/Sickness data
- Performance Management Information
- Accident reports
- Budget Monitoring information
- Project issue logs
- Implementation Timelines - planned vs actual

Managers can also take account of the findings of Internal Audit work who provide assurance on the effectiveness of controls as the 3rd Line function.

iv. Response to Risk

Where a risk is found to be at a level that is unacceptable to the Council and outside of its risk appetite then some action is needed to address the risk. There are four main ways that the Council can respond to an unacceptably high risk:

- **Terminate** (avoidance)

  the Council can simply avoid the risk altogether where this is possible. So, if it is looking at a new development or project to implement but the risk is very high for little return then we should decide not to progress with that decision. Alternatively, we could decide to stop a high-risk activity that we are carrying out if we do not have to deliver that service. This should be the first response we look to; however, it is recognised that the Council is often not able to avoid high risk/undesirable activities.

- **Treat** (reduction)

  We can implement additional controls to reduce the likelihood an/or the impact of a risk to an acceptable level. This is the most common response to a risk that the Council will take. All controls/actions must be SMART actions and monitored through performance management.

- **Transfer**

  This involves transferring the cost of the risk to a third-party for example by insurance, contracting out work, or outsourcing the service. This can work in specific situations e.g., transfer a specific function such as Leisure provision or an insurance policy for vehicle damage in an accident, but unfortunately most business risks cannot be managed by this method.

- **Tolerate** (accept)

  The Council decides to accept the risk and do nothing. This may be acceptable for low risks but is often not an acceptable solution for the higher more significant risks so should be considered as a last resort option. When using this option, it will still be necessary to monitor and review the risk.

When making the decision on which of the options above you want to follow you should consider:

- Existing best practices to treat the risk.
- Critical controls that you will need to achieve the required risk score reduction as part of the risk treatment or mitigation plan.
- Costs associated with different treatment options against associated benefits.
- How other organisations mitigate the same risk.

Action Plan

Most of the options above require an action plan to be produced, this will need to include the following key information for each SMART action identified against the risk:

- The Action being taken.
- A person responsible making sure the action is completed.
- A target date for the action to be completed.

All actions must be recorded and updated on the performance management system..

Escalation of Risk

The change of a risk level within Departmental Risk registers may, if the risk level has become unacceptable escalate the corresponding risk on the Corporate risk Register. These escalating risks will be identified and reported through the Council's performance management system and highlighted to SLT and Audit Committee during four monthly review/report of the Corporate Risk Register.

Assessment of risk on individual projects or proposals which are scored above the council's risk appetite level should have been considered by statutory officers and appropriate controls identified prior to presenting such decisions to the relevant executive or non-executive decision makers.

v. Reporting, Monitoring and Communication

Risk Registers

The Council has developed a corporate template which should be used for all risk registers completed in relation to Council activities and partnerships. This can be found on the Council's performance management system.

To ensure consistency and compliance with the Council's Risk Appetite the Corporate Template **must be used** to record risks for the following mandated risk registers:

- Corporate Risk Registers (One for each Council)
- Departmental Risk Registers maintained by Managers
- Risk Registers for Major Projects (including Transformation Projects)
- Risk Registers for Contracts
- Risk Register for ICT and Cyber Threats

SLT will coordinate and collate the Corporate Risk Register with support from managers who will be responsible for Departmental and other Risk Registers.

Due to limited resources the Risk Management function is unable to provide direct support to assist with the compilation and management of other risk registers but will offer advice and guidance to managers and other employees tasked with compiling them.

Risk Registers should be seen as an essential tool to aid in management decision making and should be recorded and reported to the appropriate bodies and meetings within the Council.

Corporate Risk Registers

This is the Council's overarching risk register setting out the most significant risks that may prevent the Council from achieving its strategic objectives as set out in the Gedling Plan.

The full Corporate Risk Register is compiled and monitored by SLT on a four monthly basis. This includes the Action Plans and progress against the actions.

A summary of the risks along with comments on the current position/progress in dealing with the risk is presented the relevant Audit Committee four monthly.

The Chief Executive will oversee the compilation of the Corporate Risk Registers and s.151 Officer will collate management updates but is not responsible for the content of the Corporate Risk Register.

Where risks are escalated within Departmental or other Risk Registers, above a score of 12 (red) , these will be considered in line with the linked Corporate Risk and the Corporate Risk Register updated.

The Corporate Risk register template can be found at appendix 2 to this document.

Departmental Risk Registers

Each of the Departmental managers or Assistant Directors will maintain a Departmental Risk Register which will set out the key risks for the whole service area, scoring of risks will be in line with this framework. It is anticipated that these will contain more risks than the Corporate Risk Register and should help to identify the highest risks which need to be considered for inclusion in the Corporate Risk Register.

The Departmental Risk Registers can include major risks not directly associated with the achievement of the corporate plan. It is anticipated that the Departmental Risk Registers will capture the most important risks relating to the major projects and contracts in each area as well as the key operational risks being faced relating to service delivery.

Departmental Risk Registers will be monitored by the relevant Director and their Heads of Service but can be shared with SLT for information purposes and to assist with the compilation and review of the Corporate Risk Register. They will not routinely be reported to Members or Committees.

Project Risk Registers

These must be completed at the planning stages and throughout the life of the project as part of project initiation through to delivery. The Project Manager is responsible for ensuring that a risk register is completed. The risk register should be updated regularly and monitored by the Project Board and Project Sponsor. The Risk register should be scored in line with this framework.

Where external Project Managers take on the role of compiling risk registers, they should be asked to use the Corporate Template and Risk Matrix, or approval must be sort in advance to use an alternative format. Where an external person/organisation takes ownership of the risk register for a project managers need to ensure it covers all of the risks and not just those the third party considers important. Where necessary a Council specific risk register should also be compiled for the project to ensure all risks are captured for example to include a risk that the third-party project manager fails to delivery to agreed specification/timescale. Managers should not look to delegate their role and responsibilities in the risk management process to a third party.

Key risk from Project Risk Registers may be escalated to Directorate Risk Registers and ultimately the Strategic Risk Register.

Contract Risk Registers

A risk register must be completed as part of the management of all strategically important contracts and partnerships. For example, acquisition of key software solutions, significant outsourcing contracts or contracts that support key functions of the Council. As a general guide contracts with a value in excess of £10,000 may require a risk assessment depending on their significance, contracts over £75,000 will require a risk assessment. They should be completed by the relevant Team Managers and monitored by the Head of Service.

The details in these risk registers should help to inform decision making in relation to the management and monitoring of the Contract/Partnership and should help to improve the quality of risk management implications when any committee reports are prepared in relation to the Contract/Partnership.

Key risks from Contract/Partnership risk registers may be escalated into the Directorate Risk Registers and ultimately the Corporate Risk Register.

ICT/Cyber Risks

A risk register must be completed to assess the Council's risk of cyber or ICT security issues. This should be completed by the ICT team and may be impacted by the acquisition of new software solutions.

The details in these risk registers should help to inform decision making in relation to the management and security of the Council's digital systems and networks and should help to improve the quality of risk management implications when any decisions are taken in relation to ICT infrastructure. In addition, the risk register will identify controls required or in place to manage such security risks.

Key risks from cyber risk registers may be escalated into the Directorate Risk Registers and ultimately the Corporate Risk Register. Details on this register are likely to be confidential and access restrictions to this register will be put in place to ensure any insecurities, if applicable are not placed in the public domain thereby increasing risk.

Risk Management Reports

When reporting and monitoring risk registers four monthly, it is important the following information is provided to the people/committee receiving the update:

- assurance that all exposure to risk has been identified, assessed and relevant mitigating control evaluated,
- Clear record of any SMART actions to mitigate risk and progress against those actions.
- a view on whether the exposure the risk is increasing or decreasing for the Council,
- links between different levels of risk registers where relevant,
- how the results of the risk management process are informing decision making,
- the risk management framework and in particular the risk appetite and scoring has been applied consistently across the Council.

Below the Corporate Risk Register it is more important that the risk registers are living documents, regularly monitored, and used to inform decision making by the relevant managers rather than being reported periodically as the focus of a detailed formal reports. They should be reviewed and updated on a four monthly basis as a minimum.

Risk Monitoring

There are two key elements for managers to consider when monitoring risks:

1. Monitoring risk response effectiveness

As the Council and the environment it operates in is constantly changing, it is important to regularly review the risk register to ensure that the risks and agreed actions to mitigate them are still appropriate and being effective.

The use of Key Risk Indicators and the work of Internal Audit are tools that can help managers to monitor the effectiveness of risk responses.

2. Monitoring the risk profile

The Council's risk profile will be constantly changing with changes in the strategic direction of the Council and the impact of external factors such as Government policy, new initiatives, emerging issues. When monitoring the risk profile, it is always good to start with these three basic questions:

- Are there any risks missing from the risk register that should be included?
- Have any of the risks in the risk register changed significantly in terms of impact and/or likelihood and require additional mitigation efforts?
- Is there anything planned in the next 12 months that may give rise to a key risk?

vi. Integration with Strategic Planning and Decision Making

Risk Management and Strategic Planning are fundamentally linked, and it is impossible to carry one out effectively without the other. Strategic Planning is about deciding what the Council is trying to achieve in the medium to long term. Risk Management is about identifying the risks that may stop the Council from achieving those strategic goals.

Whilst it is important that risks are managed at all levels of the Council and for all activities we deliver; with limited resources it is important that the majority of the effort is targeted on the identification and management of risks that could affect the corporate objectives.

When taking decisions, officers and members need clear information about the risks associated with that decision so information about risks should be included in all decision reports.

SLT have a responsibility in ensuring decision reports with poor or missing risk implications do not progress.

Heads of Service should take responsibility for ensuring all reports in their Service area have appropriate risk implications set out before the report is submitted to SLT for review.

Appendix 2 - Corporate Risk Register Template

The risk category and descriptors are given as a prompt to help you to identify the operational risks in services and forms the basis of the Corporate Risk Register. The list is not exhaustive and is only a guide. In departmental registers you should also consider risks that are specific to your service area.

Many risk categories overlap and/or can be considered to be consequences of another category, however the risk category allocated should be based on the 'root cause' of the risk (e.g., an IT system failure may cause financial or reputational consequences but the 'root cause' lies within the IT / Technology category)

This is only a template, the risk registers will be held on the performance management system so may look slightly different in lay out but all information should be captured. At each four monthly review the risk escalation or de-escalation will be identified.

Risk Ref No	Corporate Risk	Descriptor	Legacy Plan Objective	Risk Owner	Key Risk driver	Gross Risk	Risk Appetite	Residual Risk	Controls
1	**Financial Resilience**	This refers to the ability of the Council to meet its financial commitments and/or the scale and pace of budget cuts. This relates to income and	**Critical Foundations and Safe Transition to a new Authority**		**Financial Impact**		**4**		

		expenditure and includes internal budgetary pressures, savings/growth considerations, external economic changes etc.							
2	**Environmental and socio-economic impacts**	This refers to the environmental/socio-economic impact on the public – it could be related to virus type illnesses or environmental incidents such as flooding which impact on health or related to events which have an impact on the natural environment such as pollution/contamination. It also relates to incidents which have an economic/social impact which are outside the Council's control for	**Enabling healthier, safer connected communities**		**Reputation – adverse publicity**				

		example, war, or emergency incidents such as power outage							
3	**Contractual/partnership**	This refers to both the risks regarding partnership / contractual activities and the risks associated with the partnership / contract delivering services to the agreed cost and specification.	**Provide Responsive, reliable and value for money services**		**Financial Impacts**				
4	**Reputation**	This relates to public perception / expectation and the impact of media attention.	**Council**		**Adverse publicity**				
5	**Infrastructure/Assets**	This looks at the loss, protection and damage of physical assets and takes into account the need to maintain, protect, insure and plan for unexpected loss.	**Shape Places to be proud of**		**Health and safety/Financial**				
6	**Statutory Compliance**	This refers to changes to and breaches of current	**Critical Foundations and**		**Financial impact – Service**				

		law leading to additional workloads, fines, intervention by regulatory bodies etc.	**Safe Transition to a new Authority**		**delivery - challenge**				
7	**Digital and Data**	This relates not only to the impact of Internal technology failure but also changing technological demands and the ability to meet the pace and scale of change.	**Critical Foundations and Safe Transition to a new Authority**		**Transformation objectives and financial**				
8	**Priorities and Project Delivery**	This relates to the effective management and delivery of the Legacy Priorities including key projects	**Provide Responsive, reliable and value for money services**		**Reputation/financial**				
9	**Fraud/bribery/Misconduct**	Relates to improper actions committed against the Council either internally or by third parties. Including frauds, bribery, money laundering and misconduct e.g.,	**Critical Foundations and Safe Transition to a new Authority**		**Financial**				

		theft, falsification of timesheets.							
10	**Local Government Re-organisation**	Relates to the impact of Local Government re-organisation on the organisation in terms of preparedness, capacity impacts, data readiness	**Critical Foundations and Safe Transition to a new Authority**		**Financial, capacity, compliance**				

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Equality Impact Assessment

Name of project, policy, function, service or proposal being assessed:	Risk Management Framework
The main objective of (please insert the name of accessed document stated above):	Ensure the Council has robust risk management processes in place

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
Gender	External			x	
	Internal			x	
Gender Reassignment	External			x	
	Internal			x	
Age	External			x	
	Internal			x	

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

Please state the group/s: _____ _____ _					

Is there is any evidence of a high disproportionate adverse or positive impact on any groups?	~~Yes~~	No	Comment Whilst there are no specific equality implications in respect of the risk strategy, equality risks need to be captured as part of the risk management process.
Is there an opportunity to mitigate or alleviate any such impacts?	~~Yes~~	No	Comment
Are there any gaps in information available (e.g. evidence) so that a complete assessment of different impacts is not possible?	~~Yes~~	No	Comment

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

Authorisation and Review

Completing Officer	
Authorising Head of Service/Director	
Date	
Review date (if applicable)	

Report to Cabinet

Subject: Annual Report on behalf of the Senior Information Risk Owner 2025/26

Date: 16 July 2026

Author: Deputy Chief Executive and Monitoring Officer

Wards Affected

Borough wide

Purpose

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.

Key Decision

This is not a key decision.

Recommendation

THAT:

1) The Annual Report on behalf of the Senior Information Risk Owner 2025/26 be noted.

1 Background

1.1 The Council's designated Senior Information Risk Owner (SIRO), currently the Deputy Chief Executive and Monitoring Officer, has overall responsibility for the Council's information management framework and acts as the champion for information risk within the Council. The SIRO is currently supported by the Data Protection Officer, Deputy Data Protection Officer, Chief Digital and Customer Officer and the ICT Cyber, Compliance and Policy Manager. The SIRO is responsible for producing an Annual Report on information governance. The Annual Report has been prepared on behalf of the SIRO and is attached at Appendix 1. The report provides an overview of activity in relation to information governance, key achievements during 2025/26 as well as outlining work planned for 2026/27. It should provide

assurance that the Council has arrangements in place to ensure information risks are being managed effectively.

1.2 It is important that the Council recognises the need to protect its information assets from both accidental and malicious loss and damage. The loss or damage of information can have serious consequences for the Council; not only financial and reputational but also may result in the Council being unable to deliver vital services to customers. Ongoing work activity continues to ensure the management and security of our information. In particular, the Council underwent an emergency planning cyber exercise in 2025/26 to test continuity plans and processes in the event of a cyber-attack and our cyber risk register has been updated. Reports into Audit Committee on the Council's cyber risk position have been undertaken in 2025/26 and will continue in 2026/27. Work has continued in 2025/26 to improve potential vulnerabilities and in particular security around Council websites has been strengthened.

1.3 The Council has recently been audited by internal auditors in relation to its processes for handling Information Requests. The auditors gave substantial assurance in relation to design and moderate assurance in relation to effectiveness with recommendations which have been included within the report attached as actions for 2026/27.

1.4 A number of new policies were introduced in 2025/26 to improve information governance including an Artificial Intelligence Policy and Identification and Verification Policy. Wider reviews of information policies will be undertaken in 2026/27 including our Records and Retention Policy.

1.5 The Council has continued to implement new systems in line with the Digital, Data and Technology Strategy including a Customer Relationship Management System and Waste Software System. Both systems ensure data security in line with prescribed standards and are considered to be a safer solution for managing customer data. The implementation of these systems not only improves efficiency on Council's processes and data management but also puts the Council in a better position for the implementation of local government reorganisation.

2 Proposal

2.1 It is proposed that the Annual Report of the SIRO 2025/26 at Appendix 1 be noted.

3 Alternative Options

3.1 Not to present an annual SIRO report, in which case Executive members will not be updated on information governance activity across the Council

and understand whether information risks are being managed effectively.

4 Financial Implications

4.1 There are no financial implications directly arising from this report.

5 Legal Implications

5.1 The Council must comply with a number of statutory obligations in the General Data Protection Regulations, Data Protection Act, Freedom of Information Act and Environmental Information Regulations. Work for 2026/27 reflects recommendations from audit in terms of information requests.

6 Equalities Implications

There are no equalities implications directly arising from this report.

7 Carbon Reduction/Environmental Sustainability Implications

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

8 Appendices

8.1 Appendix 1 – Annual report of the Senior Information Risk Owner 2025/26

9 Background Papers

9.1 None identified.

10 Reasons for Recommendations

10.1 To ensure the Executive is updated in respect of the Information Governance activity across the Council in order to provide assurance that information risks are being managed effectively and to ensure Information Security policy remains fit for purpose.

11 Local Government Reorganisation

Digital and Data governance and security are key themes in the LGR transition process. The Council has made significant improvements in the last two years to improve data quality and security through digital transformation. The process of amalgamating data across existing Councils is easier where the necessary systems and processes are in place to ensure data is safe and legal.

Statutory Officer approval

Approved by the Deputy Chief Financial Officer
Date:

Drafted by the Monitoring Officer
Date:

ANNUAL REPORT OF THE SENIOR INFORMATION RISK OWNER 2025/26

OFFICIAL – FOR PUBLIC RELEASE

1 Purpose of this report

1.1 This report provides a summary of Information Governance activity across Gedling Borough Council during 2025/26 in order to provide assurance that information risks are being managed effectively. The report also provides an update on the following:

- achievements for the period 1 April 2025 to 31 March 2026; the Council's compliance with legislative and regulatory requirements relating to the handling of information, including compliance with the General Data Protection Regulations 2016 (GDPR), Data Protection Act 2018 (DPA), Freedom of Information Act 2000 (FOI) and Environmental Information Regulations 2005 (EIR);
- data incidents relating to any loss or inappropriate access to personal data or breaches of confidentiality, and planned Information Governance activity during 2025/26.

2 Background

2.1 Information is a vital asset for the provision of services to the public and for the efficient management of the Council's resources. Without adequate levels of protection, confidentiality, integrity and availability of information, the Council will not be able to fulfil its obligations, including the provision of public services, or meet legal, statutory and contractual requirements.

2.2 There continues to be an increased threat of a cyber-attack, including the heightened posture recommend by the NCSC due to the war in Ukraine. An attack, if successful, will result in a significant impact on the Council's customers, staff and reputation. Most of the Council now relies on information technology on a day-to-day basis.

2.3 Information governance concerns the effective management of information in all its forms and locations, including electronic and paper records. It encompasses efficient ways of handling that information (how it is held, used and stored), robust management of the risks involved in the handling of information and compliance with regulatory and statutory guidance including the GDPR, DPA and FOI. Information governance is also concerned with keeping information safe and secure and ensuring it is appropriately shared when necessary to do so.

2.4 Senior Leadership approved an Information Security Governance Framework which was endorsed by Cabinet on 1 August 2019. The Deputy Chief Executive and Monitoring Officer is the designated Senior Information Risk Owner (SIRO). The SIRO is responsible for:

- Managing information risk in the Council.
- Chairing the Data Security Group (now incorporated into the Corporate Risk Board).
- Fostering a culture for protecting and using information within the Council.
- Ensuring information governance compliance with legislation and Council policies.
- For risk at SLT level, ensuring that risk is properly identified, managed and that appropriate assurance mechanisms exist.
- Preparing an annual information risk assessment for the Council.
- Giving strategic direction to the work of the Data Protection Officer (DPO).

2.5 The Council is required to appoint a DPO and this role is currently designated to the Legal Services Manager position. The DPO is assisted by a Deputy being the Legal Officer.

2.6 At the start of 2025/26 the Council's information governance and data security arrangements continued to be overseen by the Corporate Risk Board. Membership of the Board comprises the Deputy Chief Executive (Chair), Chief Finance Officer, Data Protection Officer or Deputy, Assistant Director for Digital, Data and Technology, and all Assistant Directors across the Council.

The Board met bi-monthly, with data security forming a standing item on the agenda and regular reporting provided by the Data Protection Officer and the Assistant Director for Digital, Data and Technology.

The overarching remit of the Board is to support the Council in fulfilling its statutory obligations and monitoring risk in respect of information governance and cyber security. This includes ensuring the appropriate protection of both paper and electronic data, and promoting awareness across the organisation so that all staff with authorised access to data understand and comply with their data handling responsibilities.

2.7 The Council has a set of high-level corporate policies in place which direct the Information Governance work. The key policies are:

- Information Security Policy.
- Data Protection Policy.
- Records Management Policy.
- Records Retention and Disposal Policy.
- Risk Management Strategy and Framework.

3 Freedom of Information Internal Audit

3.1 During Quarter 4 of 2025/26, an internal audit review of Freedom of Information (FOI) and complaints handling arrangements was undertaken by BDO. Audit fieldwork was completed between March and April 2026, with the final report issued in May 2026.

3.2 The scope of the audit, in relation to FOI, focused on providing assurance over the Council's compliance with the Freedom of Information Act 2000. This included a review of the policies and procedures in place; testing a sample of FOI requests to assess whether responses were provided within statutory timescales and in

accordance with legislative requirements; consideration of the application of exemptions; and a review of arrangements for identifying and monitoring requests, including those submitted via external platforms.

3.3 The outcomes and associated management actions arising from this audit will be monitored and reported during Quarter 1 of 2026/27. Overall, the report concluded Substantial Assurance on design and moderate assurance on effectiveness.

4 Information Governance/Security Training carried out

4.1 Since the COVID pandemic the training programme for data protection has consisted of a virtual training programme accessible by all staff with computer access. The virtual training programme which consists of a video recorded training session followed by a short quiz was initially launched in December 2020 and updated in 2024/25. This remains the method of providing data protection training to Council Officers for 2025/26. Officers are required to complete the training on induction and annually thereafter.

The DPO and Deputy provided a face-to-face session with Members following the local election in May 2023. This session was recorded and has been provided to Members along with the training slides for those who were unable to attend the face to face session or for new members as part of induction training. This recording remains available for Members should they wish to revisit the training at any time.

4.2 In addition to this where Departmental Representatives who are responsible for handling information requests have changed either due to restructure or staff departures, additional one to one training has been provided by the Deputy DPO via Microsoft Teams focusing on recognising and dealing with information requests and subject access requests and use of the Council's information request system.

4.3 Data Protection training is mandatory for all staff and forms part of the training checklist on induction. The virtual training package created by the DPO and deputy DPO is available on the Council's intranet and is accessible all year round for all staff including new starters. In terms of staff without IT access who do not process large amounts of personal data, training leaflets are provided.

4.4 During 2025/26, formal meetings of the Nottinghamshire Information Officers' Group (NIOG) have reduced; however, the Council has continued to engage with information governance colleagues across Nottinghamshire through Local Government Reorganisation (LGR) workstreams. Representatives who previously attended NIOG have instead participated in LGR-focused information governance meetings to support collaborative arrangements and ensure consistency of approach across authorities.

Historically, the group has supported the Council in establishing appropriate data sharing arrangements, including the use of a standard GDPR-compliant template. Nottinghamshire County Council also maintains a MS Teams group and SharePoint site, which continues to provide a shared resource for documents, guidance, and previously agreed materials, supporting ongoing information sharing and collaboration where required.

4.5 A face-to-face briefing was given to Members on data security following the election in May 2023. Training materials for new starters and as refresher training for existing

staff are however available on the Intranet and form part of the corporate mandatory training for all staff. An online cyber security training course (including a quiz) from the National Cyber Security Centre (NCSC) has now been made available to staff alongside the existing training material and this is continually promoted.

5 Requests for Information

5.1 The Council has an information request system for logging, monitoring and reporting on requests for information. The responsibility for managing information requests sits within Legal Services but every department within the Council has their own representative who can deal with requests for information on behalf of that department, provided the requests are straight forward and no exemptions or exceptions apply. Where a request is more complicated, exemptions/exceptions need to be applied, or it is a council wide request this is responded to by a member of the Legal Services team.

5.2 In 2025/26 the Council received 1063 requests for information made up of 180 EIR requests, 34 DPA subject access requests, 138 DPA exemption requests and 711 FOI requests. This is slight increase when compared to the number of requests received in 2024/25 (1020).

5.3 In 2025/26 there were 2 requests to review a decision to withhold information, and no complaints were made to the Information Commissioner's Office (ICO).

6 Information Governance/Security Policy Review

6.1 The current Information Security Policy was originally approved by Cabinet on 4 April 2013 and has been subject to a number of amendments since then. A full review of the Information Security Policy was completed in 2022/23 amendments were brought forward for approval to Cabinet in 2023/24 as part of this annual reporting process. A further review of the policy is to be undertaken in 2026/27.

6.2 The Data Protection Policy was updated and approved by SLT on 21 December 2022 this is to be reviewed along with the Records and Retention Policy in 2026/27.

6.3 In order to improve security around the provision of information to customers and to standardise the approach across the Council a new Identification and Verification Policy was approved in 2025/26. This will ensure a standardised approach to confirming the identity of customers prior to any personal information being disclosed.

6.4 A new Artificial Intelligence Policy was also approved by Cabinet in 2025/26 to provide information on how AI can and should be used safely.

7 Information/Security Incidents

7.1 In 2025/26, the Council has recorded 45 data breaches/incidents by council officers. Of the 45 reported breaches 36 were confirmed to be personal data breaches. No breaches were reported to the ICO as they were all minor in nature and did not meet the threshold for reporting.

7.2 The Council takes data breaches very seriously and has a robust reporting system in

place to ensure compliance with the 72-hour reporting deadline. Reporting data breaches is something that is part of the corporate training programme but is also well publicised on the intranet, and through team meetings.

7.3 The breaches reported have been minor in nature and have largely been borne out of clerical error, for example reliance of autofill in outlook, the wrong addresses typed into systems which generates mail to the wrong address or multiple letters contained within one envelope. Staff have been reminded to check address details or update changes to addresses before sending out mail and to take care when posting external letters. Every incident is thoroughly investigated and wherever necessary, measures are put in place to reduce the risk of further incidents. To maintain corporate oversight, all incidents are reported to and considered by the DSG and now Corporate Risk Board. No systemic failures have been identified.

7.4 IT investigated 52 cyber security incidents last year.

7.5 62% of the security incidents involved phishing emails. This work is usually to inspect suspect emails, and sometimes to check for impacts of followed links. The Council continues to be subject to a large number of attempted phishing attacks which are stopped by a combination of technical controls and staff vigilance. Cyber security training delivered to members as part of their induction post-election and the online cyber security training available to staff and members has also raised awareness in relation to potential phishing attacks.

8 Summary of Key Achievements in 2025/26

- ICT officers continue to be active members of the East Midlands Government Warning, Advice and Reporting Point (EMGWARP).
- Maintained Payment Card Industry Data Security Standard (PCI DSS) compliance.
- Refreshed Councillors devices with up-to-date tablets and PCs.
- Refreshed backup arrangements.
- Refreshed virtualization environment.
- Continued Windows Server refresh.
- Conducted IT Disaster Recovery Rehearsal.
- Conducted a Business Continuity rehearsal based on a cyber scenario.
- Migrated our Intranet to new platform.
- Continued to migrate legacy systems to the cloud.
- Implemented storage encryption.
- Started work on a new more detailed Cyber Risk Register.
- Increased engagement with the Business Design and Technology Authority to align procurement and system changes to enable better governance.
- Secure roll out of Whitespace and CRM Netcall.
- Records of Processing Activity have been produced for each Service Area to replace IARs.
- Employed an Information & Governance Support Officer to assist with information requests monitoring and compliance.
- Reduced the number of information requests with responses exceeding statutory deadlines.
- Approved an Artificial Intelligence Policy.
- Approved an Identification and Verification policy and procedure.

- Departmental Business Continuity plans were updated.
- Updated the Cyber Risk Register.

9 Plans for 2026/27

The following activity is planned for 2026/27:

- A review of Council's policies to ensure they remain fit for purpose, including: the Information Security Policy; and the Records and Retention Policy, for presentation to Cabinet for approval.
- Continue to upgrade ICT infrastructure as required.
- Continue working on replacing legacy analogue telephone lines due to Public Switched Telephone Network switch off.
- Continue to work on national shutdown of 3G mobile network.
- React to any requirements from the Ministry of Housing Communities and Local Government (MHCLG) related to the Local Government Cyber Assessment Framework.
- Public Sector Network (PSN) compliance.
- Maintain PCI DSS Compliance.
- Continue to develop the cyber security risk register.
- Implement phishing exercises and other email security improvements.
- Conduct IT Disaster Recovery Rehearsal and implement recommended actions.
- Continue to replace Servers as required and other end of support software
- Review Business Continuity Plans across the organisation to ensure they are fit for purpose in the event of a cyber security incident.
- Deliver additional DPIA training to identified officers.
- Provide targeted guidance and training to FOI responding officers to ensure all elements of requests are fully responded to and where data is publicly available that adequate information is provided to enable access to that information.
- Further guidance to be provided on FOI response templates to ensure correct templates are used and where exemptions are applied clear reasons are given in line with templates.
- Ensure continued compliance with GDPR in terms of breach reporting, DPIAs.
- Replace network switches in the Civic Centre.
- Ongoing work to implement CRM and Whitespace to ensure the Council is in a strong position moving into LGR.
- Continue to actively engage with the Local Government Reorganisation (LGR) Information Governance group, working collaboratively with partner authorities to support a smooth transition to the new authority arrangements and to ensure robust, lawful, and consistent data sharing practices are established and maintained.

10 Risk

10.1 It must be recognised that information governance and cyber attacks are significant risk areas for all organisations locally, nationally and globally. The risk of accidental data loss, physical system failures and direct malicious cyber- attacks are an ongoing concern for the Council requiring continuous focus.

10.2 The Council has a corporate Risk Management Strategy and Framework in place. A

number of risks relating to Information Governance have been recorded on departmental risk registers and the corporate risk register also includes two strategic risks of IT/Technology and Information data which are tracked and reported to Audit Committee. Presentations have been given to Audit Committee in relation to cyber security and regular updates on activities will continue to be provided to Committee in 2026/27.

11 Conclusions

11.1 The Council has a healthy culture of breach and incident reporting which needs to continue to ensure incidents are investigated, reporting requirements to the ICO are complied with and importantly, remedial action taken. Good progress has been made in improving information governance processes and maintaining GDPR compliance. The Council needs to continue with its robust and pro-active approach to the management of personal data.

11.2 The Council has robust cyber security arrangements in place and it is crucial that these are not only maintained but also continue to evolve to meet the cyber security challenges of today, and tomorrow. The incidents have demonstrated that robust security measures are in place to protect the council underpinned by robust processes and officer capability to deal with this type of unexpected event.

However, the Council cannot stand still: continuous improvement needs to be made and cyber security must remain a priority. Changes to roles and responsibilities within the ICT team have enabled a more focused role dedicated to cyber security.

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Report to Cabinet

Subject: Council Surveillance Systems Policy and Code of Practice Annual Audit and Review

Date: 16 July 2026

Author: Legal Services Manager

Wards Affected

All

Purpose

The purpose of this report is to:

Update Members on work undertaken and planned, to ensure good governance and compliance with the law in respect of the Council's surveillance systems and to obtain approval to minor amendments to the Councils Surveillance Systems Policy and Code of Practice.

Key Decision

This is not a key decision.

Recommendations

THAT Cabinet:

1) **Notes the work that has been undertaken and continues to be done to ensure lawful compliance, good governance and efficacy in the operation and use of the Council's surveillance systems.**

2) **Approve the amendments to the Councils Surveillance Systems Policy and Code of Practice at Appendix A**

1 Background

1.1 In March 2020, Cabinet approved the Council's Policy and Code of Practice for Surveillance Cameras. Under this policy the Senior Responsible Officer for Surveillance Cameras is required to report to Members on the auditing of CCTV systems and review of the policy

document on an annual basis. Members also agreed an approval system for the introduction of new CCTV cameras in the Borough to ensure good governance and solid justification for the introduction of new cameras. This is to ensure the Council's compliance with the Protections of Freedom Act 2012 (PoFA).

1.2 In July 2024 as part of the annual audit and review, Cabinet approved that the Deputy Chief Executive be designated as the Council's senior responsible officer (SRO) for Surveillance Systems and delegated authority to approve additional CCTV installations in consultation with the Portfolio Holder responsible for Crime and Prevention including, where necessary, authority to submit an application for planning permission in respect of CCTV equipment. The Single Point of Contact (SPOC) for CCTV, has continued to effectively operate the Council's CCTV systems and ensure compliance with the approval process for the introduction of new cameras.

1.3 Section 33 of the PoFA requires local authorities to pay due regard to the Surveillance Camera Code of Practice ("the Code"), issued under sections 29-31 of the PoFA, where they operate surveillance cameras overtly in an open space. The Code was last updated in 2022, and the audit of 2023 saw our policy amended in line with these updates.

1.4 As part of the current review of the Council's Policy and Code of Practice, the Council have had regard to the amended Code of Practice and although there have been no amendments to the Code or significant changes to the national best practice guidance on video surveillance issued by the Information Commissioner's Office ("ICO") there has been a change in the amalgamation of roles that sees a new Biometrics and Surveillance Camera Commission which requires an amendment to our policy and code and with ever expanding use of modern surveillance technologies we have taken the opportunity to make some minor amendments to the current policy to strengthen requirements around data protection, transparency, accountability, retention and access controls, ensuring the Council can demonstrate that its use of surveillance remains necessary, proportionate and properly governed.

1.5 The Council's Town Centre CCTV system is operated using Bosch Video Management System (BVMS) and still comprises of 88 cameras connected through a mixture of coax, network, wireless and fibre optic cabling across 14 sites. The Town Centre System remains fit for purpose. There have been no additions or removals.

1.6 The Council continues to undertake daily functionality checks of CCTV cameras at the start of each shift, including pan, tilt and zoom testing where applicable, to ensure cameras remain operational and fit for purpose.

Recent reviews of CCTV operations have reinforced the importance of these daily checks, particularly in ensuring camera functionality during critical incidents. Reflective learning from previous high-profile incidents has been incorporated into service procedures, strengthening operational resilience and quality assurance processes.

1.7 Since the 2025 audit by system owners the SPOC has assisted system owners in implementing changes recommended as a result of the audit including signage and working towards centralisation along with continuing to assist other system owners in complying with their duties under the Codes of Practice and the Councils Policy.

1.8 Since the last report to Cabinet, the annual audits have been completed on all of the Council's CCTV systems including the town centre system, leisure centre systems, civic centre system, vehicle mounted system and the system at the AMP. Data protection impact assessments are also being reviewed as part of the records of data processing activities implementation. The audits assist in ensuring that the systems in place remain fit for purpose and compliant with the legislation and Code of Practice. The quality of images and necessity of all cameras has been assessed. Any service area where body worn cameras are utilised must also ensure they are used in line with the Councils Surveillance Systems Policy and Code of Practice. This includes the body worn cameras utilised by WISE officers, who undertake certain enforcement action on the Councils behalf.

1.9 The audits checked the operation of the cameras, and also looked at the processes for storing, handling and accessing data recorded from the cameras to our CCTV control room or other control locations. The Council work very closely with the Police and frequently get requests for access to CCTV footage by police officers as part of criminal investigations. The processes and powers to release this data to the police is managed well in the control room and the audit evidenced that this is similar across all of the Councils systems.

1.10 Through the annual audits and input from the SPOC, scrutiny of our surveillance systems continues to ensure sufficient justification for the volume of cameras, the necessity, proportionality and lawfulness. There is a performance management metric has also been added to the Council's Risk Management system to assist in highlighting the necessity for the relevant actions to be undertaken and ensure ongoing robust action regarding the use of the Council's CCTV systems and ensure compliance with the PoFA and other relevant legislation.

1.11 Any Council operation of surveillance systems must not be undertaken covertly unless this is in line with the Regulation of Investigatory Powers Act 2000 (RIPA) and the necessary authorisations under that legislation are obtained. Training in respect of RIPA powers is available on the Councils intranet for new starter and refresher purposes, and an updated online training is due to be delivered in 2026/27. The training includes a section on the Council's CCTV Policy and Code of Practice so is offered to those involved in the monitoring, control and managing of the Council's CCTV systems, as well as the Council's investigating officers.

1.12 Between July 2025 and May 2026, there were 517 incidents captured by the CCTV control room where CCTV was used to assist in the prevention and detection of crime, including assaults, anti-social behaviour, begging, theft, drug use and knife crime, and to support Nottinghamshire Police with arrests. The police reviewed 307 incidents, and 57 discs of evidence were provided. These performance figures should also be considered alongside the impact of significant major incidents during the reporting period. During the audit period, the CCTV service has supported a number of complex investigations, including a major incident involving one murder and four attempt murders in Arnold and a murder on Westdale Lane West in Mapperley, Nottingham, resulting in a substantial increase in CCTV evidence gathering and disclosure activity. This demonstrates the service's ability to respond effectively to exceptional demand whilst continuing to support day-to-day operational requirements.

2 Proposal

2.1 It is proposed that Members note the continued and ongoing work carried out in relation to the Council's surveillance camera systems and to approve the amendments to the Councils Surveillance Systems Policy and Code of Practice.

3 Alternative Options

3.1 Members could determine not to receive annual updates in relation to the Council's Surveillance Systems Policy and Code of Practice, however this would be contrary to the Council's policy position.

3.2 Members may recommend not to make the amendments to the policy and code of practice, however this would not see the updates needed to ensure the strengthening requirements around data protection, transparency, accountability, retention and access controls, ensuring the Council can demonstrate that its use of surveillance remains necessary, proportionate and properly governed.

4 Financial Implications

4.1 The work to ensure compliance with the relevant legislation will be undertaken within existing resource. Surveillance cameras are already part of agreed budgets for relevant service areas.

5 Legal Implications

5.1 The Council is required to have due regard to the Surveillance Camera Code of Practice issued under sections 29 to 31 of the Protection of Freedoms Act 2012 when exercising relevant functions involving overt surveillance camera systems. The Council's own Surveillance Systems Policy and Code of Practice should therefore remain aligned with the statutory Code and relevant national guidance, including guidance issued by the Information Commissioner's Office.

5.2 The operation of CCTV and other surveillance systems must also comply with the UK General Data Protection Regulation, the Data Protection Act 2018, the Human Rights Act 1998, the Regulation of Investigatory Powers Act 2000 and the Equality Act 2010. In practice this requires the Council to ensure that surveillance is lawful, necessary, proportionate and justified by a legitimate aim; that appropriate privacy information is provided; that Data Protection Impact Assessments are completed and reviewed where required; that images and recordings are retained only for as long as necessary; and that access, disclosure and sharing arrangements, including disclosures to the police, are properly controlled and recorded.

5.3 Any covert surveillance activity must only be undertaken where it is lawful to do so and where the necessary authorisations under RIPA have been obtained. The annual audit process, policy review and proposed amendments to the Council's Surveillance Systems Policy and Code of Practice support compliance with these legal requirements and reduce the risk of unlawful surveillance, data protection breaches or interference with individuals' rights.

5.4 Subject to continued implementation of the governance arrangements described in this report, the legal risks associated with the recommendations are considered to be manageable.

6 Local Government Reorganisation Implications

6.1 Local Government Reorganisation may have implications for the future delivery, governance and commissioning of the Council's CCTV and wider surveillance functions. At this stage, the final structure, timing and operating model for any successor authority arrangements are not yet confirmed.

6.2 Potential implications may include the transfer or integration of CCTV assets, systems, contracts, policies, data protection responsibilities, staffing arrangements and operational control room functions.

6.3 It will therefore be important that CCTV and surveillance governance is considered as part of wider transition planning, particularly to ensure continuity of service, lawful processing of personal data, clear accountability for system ownership, and compliance with the Protection of Freedoms Act 2012, UK data protection legislation, RIPA, the Human Rights Act 1998 and the Council's approved Surveillance Systems Policy and Code of Practice

7 Equality Implications

7.1 The Council must have due regard to the Public Sector Equality Duty under section 149 of the Equality Act 2010 when operating, reviewing or approving surveillance systems. This includes considering the need to eliminate unlawful discrimination, harassment and victimisation, advance equality of opportunity, and foster good relations between persons who share a protected characteristic and those who do not.

7.2 The operation of CCTV and other surveillance systems has the potential to affect individuals and communities differently, including people with protected characteristics. Relevant considerations include whether cameras are necessary and proportionate, whether locations and fields of view are justified by evidence of need, whether signage and privacy information are clear and accessible, and whether monitoring, retention and disclosure arrangements are applied consistently and lawfully.

7.3 No adverse equality impacts have been identified as arising directly from the recommendations in this report, which relate to noting ongoing governance work and approving amendments to strengthen the Council's Surveillance Systems Policy and Code of Practice. The strengthened policy requirements around necessity, proportionality, transparency, accountability, retention, access controls and review should assist in mitigating equality risks by ensuring that surveillance systems are operated for legitimate purposes and subject to appropriate oversight.

7.4 Equality considerations will continue to be addressed through the Council's approval process for any new surveillance systems, the annual audit process, the review of Data Protection Impact Assessments and, where appropriate, completion or review of Equality Impact Assessments. This will help ensure that any potential differential impacts are identified,

assessed and mitigated at the earliest opportunity and that the Council can demonstrate compliance with its equality duties.

8 Carbon Reduction/Environmental Sustainability Implications

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

9 Appendices

9.1 **Appendix A -** Surveillance Systems Policy and Code of Practice 2026

10 Background Papers

10.1 None

11 Reasons for Recommendations

11.1 To update members in line with the Councils Surveillance Systems Policy and Code of Practice and to ensure the governance arrangements around surveillance cameras are lawful and to ensure transparency in the use of such cameras.

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Surveillance Camera Systems Policy and Code of Practice

Serving people, **Improving lives**

DOCUMENT CONTROL	
Version control number: **4**	
Date approved: 16.7.2026	Approved by: Cabinet
Date original approval: 19.3.2020	Approved by: Cabinet
Amendment history: 16.2.2023, 17.7.2024	Approved by: Cabinet
Date of next review: July 2027	
Job title of responsible officer: Legal Services Manager	

At a glance …

- The use of overt surveillance cameras such as town centre CCTV systems can be particularly intrusive to the privacy of individuals. Their use must be necessary, proportionate and adequate for the specified purpose they are there to address.
- The Council will have regard to relevant Codes of Practice and this policy document in its use of surveillance cameras.
- There must be a clear and lawful justification for the use of surveillance cameras. Other options for achieving the same ends must be considered.
- A surveillance camera system specific Data Protection Impact Assessment (DPIA) must be completed for all new systems before they become operational. DPIAs will also be completed for existing systems.
- There must be appropriate information and signage and privacy information to advise of the use of overt surveillance cameras.
- The Council's Regulation of Investigatory Powers Act 2000 Policy and guidance document applies to the use of covert surveillance cameras.
- All suppliers of surveillance cameras systems will have a contract with the Council that has appropriate data protection clauses.
- All surveillance camera systems will have a designated owner responsible for compliance with this procedure. The owner may appoint system operators.
- Request for surveillance camera images by people asking for their own data, or by third parties (i.e. a Subject Access Request) under the Data Protection Act 2018 or as part of Freedom of Information request should only be dealt with in accordance with this policy.
- The Council's Deputy Chief Executive and Monitoring Officer is the Senior Responsible Officer for overt surveillance camera systems and will be the Council's point of contact with the Biometrics and Surveillance Camera Commissioner.
- The Community Protection Manager is the single point of contact (SPOC) in respect of all operational issues and questions in relation to surveillance camera systems.
- A corporate register of all surveillance camera systems will be maintained by the Senior Responsible Officer for overt surveillance camera systems.

1.0 Introduction

1.1 Gedling Borough Council (the Council) operates surveillance cameras including Closed Circuit Television (CCTV) cameras for a number of purposes. This includes the security of Council premises and car parks; security of personnel (bodycams), the monitoring of accidents and employee safety (for example cameras on refuse vehicles).

1.2 The Council recognises that the use of surveillance cameras can be intrusive and is committed to ensuring that the relevant codes of practice inform its use of surveillance cameras.

1.3 The role of the Biometrics and Surveillance Camera Commissioner (SCC) is to encourage compliance with the Surveillance Camera Code of Practice (publishing.service.gov.uk). The Protection of Freedoms Act 2012 requires all local authorities operating surveillance cameras to pay due regard to this Code of Practice.

1.4 The role of the Information Commissioner's Office (ICO) is to oversee implementation of data protection laws including the Data Protection Act 2018. The ICO Video surveillance (including guidance for organisations using CCTV) | ICO provides guidance for use of surveillance systems and is designed to explain the legal requirements operators of surveillance cameras are required to meet to comply with data protection law.

1.5 In setting this policy the Council has had regard to the following legislation:

- The Data Protection Act (DPA) 2018;
- The UK -General Data Protection Regulation (GDPR) and laws implementing or supplementing the GDPR;
- The Human Rights Act (HRA) 1998;
- The Regulation of Investigatory Powers Act 2000;
- The Freedom of Information Act (FoIA) 2000;
- The Protection of Freedoms Act (PoFA) 2012.
- The Investigatory Powers Act 2016
- Equality Act 2010

2.0 Scope and Definitions

2.1 This policy forms part of the suite of documents that comprise the Council's Information Governance Framework and should be read in conjunction with these other documents:

- Data Protection Policy and Appropriate Policy Document
- Information Security Policy
- Records Retention and Disposal Policy
- Detailed Employee Guidance on Access to Information
- Information Asset Registers

- Any Data Processing or Information Sharing Agreements
- Any system specific Data Protection Impact Assessments

2.2 This policy applies to all overt surveillance camera systems operated by or on behalf of the Council, whether fixed, mobile, temporary or permanent. This includes CCTV, body-worn video, vehicle-mounted cameras, drones, ANPR and any other system capable of recording, viewing, storing, transmitting, processing or checking images or information for surveillance purposes.

~~This policy applies to all overt surveillance cameras operated by the Council, regardless of whether mobile or fixed or the means by which they are put in place (ie on bodies; in cars or other vehicles; on or in buildings; on drones etc.)~~

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2.3 This policy does not apply to covert surveillance. There are strict rules on covert surveillance. Please refer to the Council's Regulation of Investigatory Powers Act 2000 Policy and guidance and seek advice from the Council's Legal Services team if covert surveillance is being considered.

2.4 A surveillance camera system is defined as the cameras and all associated hardware, software, networks, storage, monitoring equipment and processing capability used to capture, transmit, view, analyse, store, disclose or delete surveillance data.

~~and all the related hardware and software for transmitting, processing and storing the data which is captured.~~

2.5 Information in this procedure is used as a collective term primarily to describe personal data collected through the use of surveillance camera systems.

2.6 Recorded material is defined as a DVD, CD or still image (including audio and electronic files) or digital storage device (hard drive/usb) and contains data from the CCTV systems.

2.7 A data controller is defined as an organisation that determines how and why personal data is collected and used. The Council is a data controller.

2.8 A data processor acts under the instruction of a data controller and may collect, store and use personal data on the controller's behalf. Surveillance camera system suppliers are data processors.

2.9 A data subject is defined as an identified or identifiable individual to whom personal data relates.

3.0 Purpose of the system

3.1

The Council will ensure that its surveillance camera systems are only used where there is a clearly identified lawful basis and legitimate aim;

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where use is necessary to meet a pressing need; where it is proportionate, transparent, effective and subject to appropriate governance; and where it complies with data protection law, human rights obligations, equality duties, the Surveillance Camera Code of Practice and this policy. The following are relevant lawful purposes:

~~The Council will ensure that its surveillance camera systems will only be: used in pursuit of a legitimate aim; necessary to meet a pressing need; proportionate; effective and compliant with any relevant legal obligations, and always used in accordance with this policy. The following are relevant lawful purposes:~~

- To prevent crime and protect buildings and assets from damage, disruption, vandalism and other crime;
- For the personal safety of staff, visitors and other members of the public and to act as a deterrent against crime;
- To support law enforcement bodies in the prevention, detection and prosecution of disorder or crime;
- To assist in day-to-day management, including ensuring the health and safety of staff and others;
- To assist in the effective resolution of disputes which arise in the course of customer complaints or internal disciplinary or grievance proceedings;
- To assist in the defence of any civil litigation, including but not limited to insurance claims or employment tribunal proceedings.

3.2 The above list is not exhaustive, but any additional purpose must be documented, lawful, necessary, proportionate and compatible with the original purpose for which the system was deployed, unless a separate lawful basis and governance approval is recorded. ~~The above list is not exhaustive and other lawful purposes may be considered or become relevant.~~

3.3 Any data captured by any surveillance camera system may be used for other legitimate purposes where it is reasonable, justified and proportionate to do so with the relevant authorisation in place and where permitted by relevant legislation.

3.4 This policy will be supplemented by operational/procedural manuals for authorised officers and system operators.

4.0 The systems

4.1 The Council owns and operates overt CCTV surveillance systems which cover key public spaces including town centres and council offices. The current CCTV systems are:

- Fixed CCTV system across public spaces and town centres in the borough.
- Council Office CCTV system covering internal and external public spaces around council buildings.
- Body Worn Video Cameras (BWVC).
- Vehicle mounted video camera systems (VMVC).
- Leisure Centres CCTV system covering internal and external public spaces.
- CCTV system covering Arnold Market Place

4.2 The cameras, as part of the systems noted above will not be hidden (they will be overt systems) and signs saying that cameras are operating in and around the surveillance areas are displayed in visible locations.

4.3 A central register of all surveillance camera systems will be maintained by the Senior Responsible Officer (SRO). The register must identify the system owner, location, purpose, field of view, lawful basis, retention period, relevant DPIA, access arrangements, supplier or processor details, and date of last review. All Services must provide and update the information necessary to keep the register complete and accurate.

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~~A central register of all surveillance camera systems will be maintained by the Senior Responsible Officer (SRO). All Services will need to ensure that they provide information necessary to ensure that the register is complete and up-to-date.~~

5.0 Monitoring and Recording Facilities (excluding VMVC and BWVC)

5.1 A staffed monitoring room for the Council's town centre and public open spaces cameras is located within a secure Council owned and controlled building and is known as the 'CCTV Control Room'. The CCTV Control Room is staffed by specially selected and trained operators and access to the CCTV Control Room is limited to authorised personnel only. The CCTV Control room is managed by the Community Protection Manager who is the Single Point of Contact (SPOC) in respect of surveillance systems.

5.2 For all other Council surveillance camera systems a secure Council controlled monitoring room is used. Access to these controlled rooms is limited to authorised personnel who have been specifically selected and trained in respect of the system and the monitoring of the system and handling of data. .

5.3 For the purpose of this policy, a control room is any area or room (including the CCTV Control Room) which contains equipment that forms part of a surveillance system which stores the recorded material captured.

5.4 No equipment, other than that housed within a control room shall be capable of recording images from any of the surveillance cameras.

5.5 All viewing and recording equipment shall only be operated by trained and authorised users with other access limited to those who require it for a specific legitimate reason and where permission has been given by the Single Point of Contact for surveillance cameras.

5.6 CCTV operators are able to record images from selected cameras in real-time, produce hard copies of recorded images, replay or copy any pre-recorded data in accordance with this Policy (para 8), relevant Codes of Practice and where necessary in accordance with the law.

5.7 All operators shall receive training relevant to their role, including data protection, human rights, equality duties, security, retention, disclosure, subject access, incident reporting and the requirements of the relevant Codes of Practice and this policy. Refresher training will be provided periodically and whenever significant changes are made to systems, law or guidance.~~All operators shall receive training relevant to their role in the requirements of the relevant legislation and the Codes of Practice and this policy. Ongoing training will be provided as necessary, refresher training will also be provided periodically to remind operators of the relevant legislation.~~

6.0 Monitoring and Recording facilities – VMVC and BWVC

6.1 All footage and images recorded on VMVC and BWVC are recorded to an internal memory within each individual device. The operation of these cameras will be in accordance with the operational guidance for those camera systems and those cameras will only be operated by those authorised officers who have been trained in the operation of the cameras.

6.2 Any recording or monitoring of images captured from VMVC and BWVC will be undertaken by authorised personnel within the relevant service areas and the images will only be viewed for a legitimate purpose in accordance with this policy and the Codes of Practice.

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7.0 Security and retention of recorded material

7.1 All surveillance camera material shall be stored securely and protected by appropriate security measures to safeguard against unauthorised access and use.

7.2 Images and information obtained from the surveillance camera system shall be stored no longer than that which is strictly required for the stated purpose of the system's use. **This will ordinarily be no longer than 28 days**.

7.3 The Council's corporate Records and Retention Policy indicates that CCTV footage will be retained until overwritten unless required for use in legal

proceedings, in which case the CCTV footage will become part of the case file and stored in accordance with the Records and Retention Policy.

7.4 Where footage is required for a complaint, investigation, insurance matter, legal proceedings, law enforcement request or other justified purpose, it may be retained securely for as long as necessary for that purpose and then deleted in accordance with the Council's Records Retention and Disposal Policy.

7.54 Information must be securely destroyed once its purpose has been discharged and at the end of its retention period unless there is a documented reason to retain it (e.g. to support legal proceedings).

7.65 Deleted information shall not be capable of being recovered. ICT shall be consulted on the appropriate method of deletion.

7.7 Access to live or recorded footage must be controlled through role-based permissions, strong authentication where available, audit logging and periodic review. Copies must be encrypted or otherwise protected when transferred or stored outside the primary system

8.0 Access to Information

8.1 Any request for images or information from the Council's surveillance camera systems by individuals through a subject access request or by a third party organisation under the Data Protection Act 2018 should be requested in writing and forwarded to Legal Services to consider whether the disclosure~~release~~ of the information is lawful, necessary and proportionate.~~.~~

8.2 Any request for information from the Council's surveillance camera systems made under the Freedom of Information Act 2000 should be in writing and should be forwarded to Legal Services to consider whether the release of information is lawful.

8.3 From time to time the Council receives requests for access to information from surveillance cameras from the police or other law enforcement bodies. Such requests must identify the lawful basis and purpose for disclosure. Where the police request information from the CCTV Control Room, the SPOC may authorise release of footage where necessary and compliant with the law. For all other control rooms, the relevant system manager should forward the request to Legal Services unless an urgent threat to life or safety requires immediate action, in which case the disclosure and rationale must be recorded and Legal Services notified as soon as practicable.

~~From time to time the Council receive requests for access to information from surveillance cameras from the police. Such information will often fall under an exemption to the Data Protection Act 2018 as it is required for the prevention or detection of crime or the apprehension or prosecution of offenders. Where the police request information from the CCTV Control Room, the SPOC can~~

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~~authorise release of footage where necessary and in compliance with the law. For all other control rooms where requests for CCTV are made by the Police, the relevant system manager should forward the request to Legal Services.~~

8.4 No surveillance camera information should be disclosed to a third party unless in accordance with this policy and the Data Protection Act 2018.

8.5 Records of all disclosures of surveillance camera information disclosed to third parties should be maintained.

8.6 Whenever disclosure of information from surveillance camera systems is undertaken, steps should be taken to ensure that the method of disclosure is secure, and information is only seen by the intended recipient. Consideration should also be given as to whether images or parts of images need to be obscured to prevent unwarranted identification and limit unfair intrusion into the privacy of individuals.

9.0 Privacy

9.1 All overt surveillance camera systems must~~should~~ be included in the Council's Record of Processing Activities and central surveillance camera register, and the Council's privacy information must explain the use of surveillance camera systems in a clear and accessible way.

~~Information Asset Registers and referred to in the Council's registration with the Information Commissioner under the Gedling Borough Council Registration~~.

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9.2 Each system identified within 4.1 has appropriate restrictions on the data it captures and is in accordance with the purpose of the system. This includes regular auditing of the images each camera captures in all of the systems the Council owns to ensure privacy, compliance and appropriateness.

9.3 ~~.~~It is recognised that the use of surveillance cameras in public places could have the potential to impact on human rights, in particular the Article 8 right to respect for private and family life. Every consideration will be given to the right of the general public and staff to go about their daily business without fear of their loss of privacy

9.4 A Data Protection Impact Assessment must be completed before any new surveillance camera system is introduced, before any significant change to an existing system, and where new functionality may increase risks to individuals. DPIAs must assess necessity, proportionality, privacy risks, equality impacts, security, retention, access controls and alternative less intrusive options.

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~~Data Protection Impact Assessments should be completed whenever the~~

~~development or addition of a surveillance camera system is being considered to ensure sound decisions are reached on implementation and on any necessary measures to safeguard against disproportionate interference with privacy.~~

9.5 Cameras will not be used to look into private residential property. Where the equipment permits it 'Privacy zones' will be programmed into the system as required in order to ensure that the interior of any private residential property, within range of the system, is not surveyed by the system. If such 'zones' cannot be programmed the operators will abide by the appropriate legislation with regards to privacy issues.

9.6 Appropriate signage must be in place for all surveillance systems. Signage must be clear, visible and proportionate, and should identify the Council as controller, explain the purpose of the surveillance, and direct individuals to further privacy information and contact details.~~Appropriate signage must be in place in respect of all surveillance systems to ensure that the public are aware that such systems are in operation. The operation of such systems will also be referenced in the Council's privacy notices.~~

9.7 Surveillance camera systems should not produce unacceptable bias on any relevant ground or characteristic of the individuals whose images might reasonably be expected to be captured by it and consideration of equality impacts should be completed when auditing or implementing surveillance camera systems.

10.0 System evaluation

10.1 As required by good governance and the Surveillance Camera Code of Practice, an annual review and audit of surveillance camera systems will be completed and reported to ensure that the purpose, objectives, compliance requirements and privacy safeguards remain appropriate. The report will include:~~As stipulated in the Surveillance Commissioner's Code of Practice, an annual review and audit of the surveillance camera systems will be completed and published to ensure that the purpose of the systems and objectives are being complied with and achieved. The report will include:~~

- An assessment of the impact upon crime and anti-social behaviour of the system;
- An audit of the compliance with this policy including whether any footage viewed and/or downloaded was in line with the system aims and objectives; and,
- Any operational changes made over 12 months, including the addition or removal of cameras.
- An assessment of the technical capability of the systems to ensure they remain fit for purpose.
- An assessment of the effectiveness and quality of images captured to ensure the images are adequate to support the

legal purpose for which the camera is used.

10.2 The production of the Annual Review will be the responsibility of the System Manager/s to organise and may include independent undertakings by an appropriate third party organisation e.g. another local authority.

10.3 The SRO will report annually to Members on the outcome of audits and reviews, compliance with this policy and any amendments required to this policy document.

10.4 Operational changes to the systems will be approved by the SRO in consultation with the Executive. This will include any additional cameras, or removal of cameras. Considerations of these changes will include:

- Whether the changes would meet all legal requirements necessary; and,
- A review of other tools and powers used to address the issue or concern.

11.0 Complaints

11.1 The Council's complaints procedure will apply to the handling of complaints related to surveillance camera operation. Complaints of this nature should be referred to the SPOC who will, where necessary, liaise with the Data Protection Officer in relation to data protection issues that are raised. Departments operating surveillance cameras may be asked to provide information to the SPOC or the SRO.

11.2 Complaints may be handled as a data protection complaint if the complaint relates to the use of personal information. Such complaints should be notified as soon as possible to the Data Protection Officer and within 24 hours at the latest.

11.3 Where complaints cannot be resolved through the internal complaints process they may be referred to the Information Commissioner's Office or the Local Government and Social Care Ombudsman as appropriate.

11.4 Any data breach arising out of the processing of personal information captured through the Council's surveillance camera systems should be reported immediately to the Council's Data Protection Officer and in any event within 24 hours of the breach occurring. Officers should have regard to the Council's breach reporting process as set out in the Council's Information Security Policy.

12.0 Roles and Responsibilities

12.1 The Senior Responsible Officer for surveillance cameras is the Deputy Chief Executive and Monitoring Officer~~ and s.151 Officer~~.

12.2 The Legal Services Manager is the Data Protection Officer and is responsible for advising on data protection compliance, DPIAs, rights requests, disclosures, complaints, breaches and audits of surveillance camera systems.~~ensuring compliance with the relevant legislation and conducting audits of the system~~.

12.3 The Community Protection Manager is the Single Point of Contact for all operational and monitoring queries in respect of surveillance cameras systems and is responsible for day to day operational management of the CCTV control room.

12.4 ~~Information Asset~~Record of Processing Activities Owners (Service Managers) are accountable for ensuring that surveillance camera systems operating as part of their service's business, do so in accordance with the provisions of this policy. Specifically, they will:

- Ensure that planning for any new Surveillance camera systems is informed by a DPIA and that the DPIA is approved before the system becomes operational.
- Ensure that equality impacts are considered as part of the planning for any surveillance camera systems.
- Approval is obtained from the SRO for any new surveillance cameras or systems.
- Assign a Surveillance Camera System Owner to be responsible for the oversight of all new and existing systems. This may be, but is not required to be, the ~~Information Asset~~Record of Processing Activity Owner for the business area undertaking the surveillance.
- Conduct an annual review and audit of surveillance camera systems.

12.5 Responsibility for the implementation of this and associated procedures and for reporting performance issues related to surveillance camera systems rests with all employees who have involvement in the management of the surveillance camera equipment.

12.6 Staff who use the CCTV system have the following responsibilities:

- To uphold the arrangements of this policy and associated Codes of Practice.
- To handle images and data securely and responsibly, within the aims of this Policy.
- To be aware that they could be committing a criminal offence if they misuse surveillance camera images.
- To uphold the corporate procedure for subject access requests.

- To report any breach of procedure to the Data Protection Officer using the Council's data breach process
- To attend training / refresher sessions as required.
- To assist and co-operate with any surveillance system audits and reviews.

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Report to Cabinet

Subject: Regulation of Investigatory Powers Act 2000 (RIPA) Annual Audit

Date: 16 July 2026

Author: Legal Services Manager and Data Protection Officer

Wards Affected

All Wards

Purpose

The purpose of this report is to:

Update Members as to the Council's use of powers under RIPA from 1 April 2025 to 31 March 2026 in line with the Council's RIPA Policy, to inform Members of the outcome the Investigatory Powers Commissioner's Office inspection of the Council in February 2026 and to obtain approval to minor amendments to the Councils RIPA Policy.

Key Decision

This is not a key decision.

Recommendation(s)

THAT Cabinet:

1) **Notes the content of this report**

2) **Approves the Councils Regulation of Investigatory Powers Act 2000 (RIPA) Policy at Appendix A**

1 Background

1.1 Under the Council's RIPA policy, Members are required to consider and review the Council's use of RIPA powers and its policy and guidance at least once a year. Cabinet last received a report in December 2025 in relation to RIPA usage for 2024/25. At this time Cabinet were also advised that the Council's RIPA policy remained fit for purpose with no updates required. In line with streamlining the reports brought to Cabinet regarding information governance and security a further review of the policy has been undertaken,

earlier than usual to bring the reports together. The content remains fit for purpose; a minor amendment has been made to keep the links updated and a slight change in the formatting, so further approval is requested.

1.2 There is also a requirement under the policy that internal reporting to members is done throughout the year to update on RIPA usage. The Council's RIPA Co-ordinating officer provides updates when necessary throughout the year to the Portfolio Holder for Public Protection in relation to the Council's RIPA usage.

1.3 Under RIPA, local authorities have the power to authorise directed surveillance (usually covert cameras or covert observations by officers) and the use of Covert Human Intelligence Sources (CHIS) (essentially undercover officers conducting surveillance), if the authorisation is necessary for the prevention and detection of crime or preventing disorder and if the surveillance is proportionate to the aims it seeks to achieve. In respect of directed surveillance, save for a small number of licensing and tobacco offences, any crime or disorder being prevented or detected using RIPA must be a criminal offence which attracts a minimum of six months in custody, the so-called "serious crime" threshold. Since 1 November 2012, any RIPA authorisations or renewals must also have judicial approval from a Justice of the Peace. This is done at the Nottingham Magistrates' Court.

1.4 The authorisations under RIPA can only be given by 'Authorising Officers' who for the Council are Directors or the Chief Executive. The entire process is now overseen by the Deputy Chief Executive as the Senior Responsible Officer (SRO) with assistance from the RIPA Co-ordinating Officer, who is the Legal Services Manager.

1.5 The Council's RIPA processes and procedures come under regular scrutiny. Each year, the RIPA co-ordinating officer or SRO, undertakes an audit of RIPA usage. **There have been no authorisations given for directed surveillance or the use of covert human intelligence sources in the year 2025/26.**

1.6 In addition to monitoring RIPA usage, the SRO is required, in line with the Council's policy, to ensure refresher training on RIPA is available to officers on an annual basis. Legal officers attend annual RIPA update training provided by external trainers. The latest in person training was delivered to relevant officers, including CCTV operatives in July 2024. There is also recorded training available on the Council's intranet which is available to all Council officers who may utilise RIPA powers, for refresher purposes and new starters. Following the restructure and all Director's being in post targeted refresher training was delivered to the Council's Authorising Officers in July

2025, to ensure all Authorising Officers are aware of the authorisation process and criteria to consider.

1.7 A reduction in the Councils investigative officers in 2025 resulted in no in person training being delivered but the targeted Authorising Officer training highlighted the need for ongoing awareness for relevant officers especially new starters and the availability of the online training and access to the co-ordinating officer to assist. The RIPA co-ordinating officer is to prepare renewed online training in 2026/2027.

1.8 In addition to the internal annual audit, annual policy review and reports to Cabinet, the Council is also subject to external inspection by the Investigatory Powers Commissioner's Office (IPCO). These inspections are undertaken roughly every 3 years. The Council was recently inspected in February 2026 which involved a written, desk top exercise inspection as opposed to the Inspector physically visiting the Council. The inspection entailed answering a number of questions set by the IPCO covering our RIPA usage, governance, procedures, policy and training, in order to assure the IPCO that the Council is maintaining good levels of compliance.

1.9 The outcome of the inspection was reported back to the Council from the IPCO in March 2026. The IPCO noted that they were happy that Gedling Borough Council takes its responsibilities under RIPA seriously. No formal recommendations were made as a result of the inspection. The Inspector was assured by the Council's ongoing compliance with RIPA and requested that we *'ensure that the key compliance issues continue to receive the necessary internal governance and oversight through yourself and your Senior Responsible Officer'*. Although there has been no use of RIPA powers by the Council since 2015, the inspection shows the importance of maintaining the necessary internal governance and oversight of the Council's obligations under RIPA.

1.10 The IPCO has confirmed that the Council is due its next inspection in 2030, and it is currently expected that this will again involve a paper-based exercise, considering the Council's RIPA usage, governance, procedures, policy and training. However, this position may be affected by local government reorganisation and, should structural changes be implemented before that date, responsibility for future inspection arrangements and evidence of ongoing compliance would need to transfer to and be maintained by any successor authority.

1.11 The Council is also a member of the Nottinghamshire and Derbyshire District RIPA working group which provides the opportunity to share best practice in relation to RIPA usage and share training opportunities and knowledge.

Although in the past this has been a stand-alone group, over the past couple of years it has joined with the Nottinghamshire Information Officers Group as the majority of the members were the same. Although in the main this group is now focussing on the changes required for Local Government Reorganisation it is still a mechanism by which the Council ensures that compliance with RIPA is maintained and knowledge is kept up to date.

1.12 As report back in December 2025 the Council outsourced part of the public protection enforcement duties to private enforcement agents WISE. Although they may undertake investigations as part of their duties it was reported that the Council would not expect any surveillance to be undertaken by WISE that would trigger the legislation and the need for authorisations, no such surveillance has been requested.

1.13 It is still essential, whatever the level of RIPA usage, that the Council keeps RIPA processes and procedures under close scrutiny. The Council will continue to be subject to inspection in relation to its use of the powers by the IPCO and as such the Council's policy, processes, training and review of RIPA usage must continue, to ensure our processes remain fit for purpose.

1.14 It is important that information about RIPA and covert surveillance is disseminated to staff to maintain awareness between training sessions, and the RIPA co-ordinating officer will continue to update officers and Members with any key developments in this area.

2 Proposal

2.1 It is proposed that Members note the detail in this report in relation to the Council's use of RIPA, the outcome of the IPCO inspection and to approve the minor amendments to the Councils RIPA Policy.

3 Alternative Options

3.1 Members could determine not to receive annual updates in relation to RIPA, however this would be contrary to the Council's policy position. The Inspection in February 2026 highlights that even though authorities may not be utilising RIPA powers, appropriate arrangements must be in place to monitor usage and awareness of RIPA must be maintained.

4. Financial Implications

4.1 There are no additional financial implications arising from this report. The cost of training and other related RIPA activity are expected to be met from existing budgets.

5 Legal Implications

5.1 Where the Council wishes to carry out covert surveillance in relation to an investigation, compliance with RIPA ensures that any such surveillance is

properly authorised and full consideration is given to its necessity and proportionality. Where covert surveillance is conducted under a RIPA authorisation, this provides a potential defence to any claim that the surveillance amounted to a breach of the individual's right to privacy under the Human Rights Act 1998. Whilst RIPA authorisations are limited to specific circumstances for local authorities, local authorities must still maintain appropriate processes and procedures to demonstrate compliance with RIPA, this includes ensuring that an appropriate policy document is maintained.

5.2 Part of the Council's investigatory powers have been outsourced to a private enforcement company, WISE, although the Council does not expect any surveillance that would trigger the legislation would be necessary, should their be any situation where it is, WISE are contracted to comply with RIPA and any such surveillance would need the required authorisations.

6 Local Government Reorganisation Implications

6.1. At the present time there are no direct implications for the Council's current monitoring, governance and reporting arrangements under RIPA arising from local government reorganisation. However, should reorganisation proposals be implemented, the successor authority will need to ensure that responsibility for RIPA governance, the designation of appropriate authorising officers, officer training, policy ownership, record keeping and any ongoing reporting and inspection arrangements are transferred and maintained as part of transition planning. It will be important to preserve continuity of compliance and oversight during any implementation period so that the authority remains able to demonstrate appropriate governance of investigatory powers.

7 Equalities Implications

7.1 The report has no equality implications. It maintains transparency and accountability without affecting any protected characteristic groups. An equality impact assessment has been attached at **Appendix 2** to show this.

8 Carbon Reduction/Environmental Sustainability Implications

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

9 Appendices

9.1 1. Regulation of Investigatory Powers Act 2000 (RIPA) Policy

2. Equalities Impact Assessment

10 Background Papers

10.1 None

11 Reasons for Recommendations

11.1 To update Members in line with the Councils RIPA policy.

Statutory Officer approval

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

Approved by:
Date:
On behalf of the Monitoring Officer

Regulation of Investigatory Powers Act 2000 (RIPA)

Policy

Serving people, **Improving lives**

DOCUMENT CONTROL	
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CONTENTS

A. Introduction Pages 1 - 2

B. Guidance - Part II – Directed Surveillance and CHIS Pages 3-17

Appendices

Appendix A– Directed Surveillance and CHIS Forms RIPA forms - GOV.UK

Appendix B- Covert Surveillance and Property Interference and Covert Human Intelligence Sources –Codes of Practice https://www.gov.uk/government/collections/ripa-codes

Appendix C – Home Office Guidance to Local Authorities in England and Wales on the judicial approval process for RIPA and the crime threshold for directed surveillance https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/118173/local-authority-england-wales.pdf

Appendix D – Home Office Guidance for Magistrates' Courts in England and Wales for a Local Authority application seeking an order approving the grant or renewal of a RIPA authorisation or notice https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/118174/magistrates-courts-eng-wales.pdf

GEDLING BOROUGH COUNCIL

POLICY ON REGULATION OF INVESTIGATORY POWERS ACT 2000

A. Introduction

Gedling Borough Council ("the Council") only carries out covert surveillance or utilises covert human intelligence sources where such action is justified and endeavours to keep such activities to a minimum. It recognises its obligation to comply with the Regulation of Investigatory Powers Act 2000 ("RIPA/the Act") when such an investigation is for the purpose of preventing or detecting crime or preventing disorder and has produced this guidance document to assist officers.

Applications for authority

An officer of at least the level of Director will act as Authorising Officer and consider all applications for authorisation in accordance with RIPA. Any incomplete or inadequate application forms will be returned to the applicant for amendment. The Authorising Officer shall in particular ensure that: -

- there is a satisfactory reason for carrying out the covert technique
- any directed surveillance passes the "serious crime" threshold
- the covert nature of the investigation is necessary for the prevention and detection of crime or preventing disorder
- proper consideration has been given to collateral intrusion
- the proposed length and extent of the RIPA activity is proportionate to the information being sought.
- Chief Executive's authorisation is sought where confidential legal/medical/clerical/parliamentary/journalistic/ spiritual welfare issues are involved or a juvenile covert human intelligence source is proposed.
- The authorisations are reviewed and cancelled.
- Records of all authorisations are sent to Legal Services for entry on the Central Register.

Once authorisation has been obtained from the Authorising Officer the Authorising Officer will attend the Magistrates' Court in order to obtain Judicial approval for the authorisation.

Training

Each Authorising Officer shall be responsible for ensuring that relevant members of staff are aware of the Act's requirements.

The Deputy Chief Executive shall ensure that refresher training is offered once a year to all directorates of the Council and also give advice and training on request.

Central register and records.

Legal Services shall retain the Central Register of all authorisations issued by the Council. Legal Services will also monitor the content of the application forms and authorisations to ensure that they comply with the Act.

Senior Responsible Officer ("SRO")

The Senior Responsible Officer, a role required by the Investigatory Powers Commissioner (the "IPC") with oversight of the Council's use of RIPA powers is the Deputy Chief Executive.

RIPA Co-ordinating Officer

The RIPA Co-ordinating Officer role, with the responsibility for the day to day RIPA management and administrative processes observed in obtaining an authorisation and advice thereon, is performed by the Legal Services Manager.

B. GUIDANCE ON PART II - DIRECTED SURVEILLANCE AND COVERT HUMAN INTELLIGENCE SOURCE

1. Purpose

The purpose of this guidance is to explain

- the scope of RIPA –Part II
- the circumstances where it applies, and
- the authorisation procedures to be followed.

2. Introduction

2.1 This Act, which came into force in 2000, is intended to regulate the use of investigatory powers exercised by various bodies including local authorities, and ensure that they are used in accordance with human rights. This is achieved by requiring certain investigations to be authorised by an appropriate officer and approved by the judiciary before they are carried out.

2.2 The investigatory powers, which are relevant to a local authority, are directed covert surveillance in respect of specific operations, involving criminal offences that are either punishable, whether on summary conviction or indictment, by a maximum term of at least 6 month' imprisonment or are related to the underage sale of alcohol and tobacco, and the use of covert human intelligence sources ("CHIS"). The Act makes it clear for which purposes they may be used, to what extent, and who may authorise their use. There are also Codes of Practice in relation to the use of these powers and these are attached at **Appendix B.**

2.3 Consideration must be given, prior to authorisation as to whether or not the acquisition of private information or the covert manipulation of a relationship is necessary and proportionate, i.e. whether a potential breach of a human right is justified in the interests of the community as a whole, or whether the information could be gleaned in other ways.

3. Scrutiny and Tribunal

3.1 External

3.1.1 As of 1st November 2012 the Council has to obtain an order from a Justice of the Peace approving the grant or renewal of any authorisation for the use of directed surveillance or CHIS before the authorisation can take effect and the activity carried out. The Council can only appeal a decision of the Justice of the Peace on a point of law by Judicial review.

3.1.2 The Investigatory Powers Commissioner ("IPC"), a role established by the Investigatory Powers Act 2016 has comprehensive oversight of the use of RIPA powers by public authorities and will ensure compliance with the law by inspecting public authorities and investigating any issue which they believe warrant further scrutiny. The IPC will have unfettered access to all locations, documentation and information systems necessary to carry out their full functions and duties.

3.1.3 In order to ensure that investigating authorities are using the powers properly, the Act also establishes the Investigatory Powers Tribunal, a Tribunal to hear complaints from persons aggrieved by conduct, e.g. directed surveillance. Such claims must be brought no later than one year after the taking place of the conduct to which it relates, unless it is just and equitable to extend this period.

3.1.4 The Tribunal can order:

- Quashing or cancellation of any warrant or authorisation
- Destruction of any records or information obtained by using a warrant or Authorisation
- Destruction of records or information held by a public authority in relation to any person.

3.1.5 The Council has a duty to disclose to the tribunal all documents they require if any Council officer has:

- Granted any authorisation under RIPA
- Engaged in any conduct as a result of such authorisation

3.2 <u>Internal scrutiny</u>

3.2.1 The Council will ensure that the SRO is responsible for;

- The integrity of the process in place within the Council to authorise directed surveillance and CHIS
- Compliance with PART II of the 2000 Act and with the accompanying Codes of Practice
- Engagement with the Commissioner and inspectors when they conduct their inspections and
- Where necessary overseeing the implementation of any post-inspection action plans recommended or approved by the Commissioner

3.2.2 The elected members of the Council will review the Council's use of the Act and the Council's policy and guidance documents at least once a year. Members will also consider internal reports on a regular basis throughout the year indicating the nature of RIPA activity undertaken or inactivity, to ensure that any use is consistent with the Council's policy and that the policy is fit for purpose. The members will not however be involved in making decisions on specific authorisations.

3.3 Unauthorised Activities

3.3.1 If any Officer is concerned that surveillance/CHIS activity is taking place and there is no authorisation under RIPA in place, he/she should contacted Legal Services to seek advice.

3.3.2 If any activity is deemed to be unauthorised, it will be reported to the IPC.

4. Benefits of RIPA authorisations

4.1 The Act states that if authorisation confers entitlement to engage in a certain conduct and the conduct is in accordance with the authorisation, then it will be lawful for all purposes. Consequently, RIPA provides a statutory framework under which covert surveillance or CHIS can be authorised and conducted compatibly with Article 8 of the Human Rights Act 1998 – a person's right to respect for their private and family life, home and correspondence.

4.2 Material obtained through properly authorised covert activity is admissible evidence in criminal proceedings.

5. Definitions

5.1 'Covert' is defined as surveillance carried out in such a manner that is calculated to ensure that the person subject to it is unaware that it is or may be taking place. (s.26 (9)(a))

5.2 'Covert human intelligence source' (CHIS) is defined as a person who establishes or maintains a personal or other relationship with a person for the covert process of obtaining/providing access to/disclosing, information obtained through that relationship or as a consequence of the relationship(s.26 (8))

5.3 'Directed surveillance' is defined as covert but not intrusive surveillance and undertaken:

- for a specific investigation or operations,
- in such a way that is likely to result in the obtaining of private information about any person,
- other than by way of an immediate response.(s.26 (2))

5.4 'Private information' includes any information relating to a person's private or family life (s.26(10)). Private information should be taken generally to include information on any aspect of a person's private or personal relationship with others including family and professional or business relationships. It is likely to be the case that where a person has a reasonable expectation of privacy, even though acting in public or placing information on publicly accessible areas of the internet, and where a record of that activity is being made by a

public authority of that person's activities for future consideration or analysis, that this will result in obtaining private information.

5.5 'Intrusive' surveillance is covert surveillance that is carried out in relation to anything taking place on any residential premises or in any private vehicle and involves the presence of an individual on the premises or in the vehicle or using a surveillance device. **Gedling Borough Council cannot authorise such surveillance**. Residential premises do not include the front driveway or garden of a premises readily visible to the public, or a communal stairway in a block of flats.

5.6 'Authorising Officer' in the case of the Council, is the Chief Executive and Directors. If the operation concerns more than one department in the Council it can only be authorised by the Chief Executive.

6. When does RIPA apply?

6.1 Where the directed covert surveillance of an individual or group of individuals, or the use of a CHIS is **necessary** for the purpose of preventing or detecting crime or of preventing disorder.

6.2 The Council can only authorise **Directed Surveillance** to prevent and detect conduct which constitutes one or more criminal offences. The criminal offences must be punishable, whether on summary conviction or indictment, by a maximum term of at least 6 months imprisonment or be an offence under:

a) S.146 of the Licensing Act 2003 (sale of alcohol to children)
b) S.147 of the Licensing Act 2003 (allowing the sale of alcohol to children)
c) S.147A of the Licensing Act 2003 (persistently selling alcohol to children)
d) S.7 of the Children and Young Persons Act 1933 (sale of tobacco, etc, to persons under eighteen)

6.3 Core Functions

A public authority may only seek authorisations under the Act when in performance of its "core functions". Core functions are the specific public functions undertaken by the authority in contrast to the ordinary functions which are those undertaken by all authorities for example employment issues or contractual arrangements. The disciplining of an employee is not a core function, although related criminal investigations may be.

6.4 CCTV

The normal use of CCTV is not usually covert because members of the public are informed by signs that such equipment is in operation. However, authorisation should be sought where it is intended to use CCTV covertly and in a pre-planned manner as part of a specific investigation or operation to target a specific individual or group of individuals. Equally a request, say by

the police, to track particular individuals via CCTV recordings may require authorisation (from the police). Guidance on the operation of CCTV generally is provided in the Surveillance Camera Code of Practice issued under the Protection of Freedoms Act 2012, the Information Commissioner has also issued a code "In the Picture – A Data Protection Code of Practice for Surveillance Cameras and Personal Information", which authorities should have regard to.

6.5 Online Covert Activity

The use of the internet and social media sites may be required to gather information prior to and during an operation/investigation. Officers should exercise caution when utilising such sites during an investigation and be alert to situations where authorisations under RIPA may be required. If officers have any concerns over the use of social media during an investigation they should contact Legal Services. As a general rule of thumb however, reviewing open source sites such as facebook pages where no privacy settings are in place does not require an authorisation under RIPA unless review is carried out with some regularity, often to build a profile, when directed surveillance authorisation may be required.

Use of the internet prior to an investigation should not normally engage privacy considerations but if the study of an individual's online presence becomes persistent, or where material obtained from any check is to be extracted and recorded and may engage privacy considerations, a RIPA authorisation may be required. If the officer then, for the purposes of gleaning intelligence breaches privacy controls and becomes for example a "friend" within a subject's facebook account, utilising a pseudo account to conceal his/her identity as a Council official, this is a covert operation which, by its nature, is intended to obtain private information and should be authorised as a minimum as directed surveillance. Further, if the officer engages in any form of relationship with the account operator then s/he is likely to become a CHIS requiring authorisation and management by a Controller and Handler with a record being kept and a risk assessment created.

In deciding whether online surveillance should be regarded as covert, consideration should be given to the likelihood of the subject knowing that surveillance is or may be taking place. This is regardless of what privacy settings the individual may have in place.

7. Covert Human Intelligence Source

7.1 The RIPA definition (section 26) is anyone who:

a) establishes or maintains a personal or other relationship with a person for the covert purpose of facilitating the doing of anything falling within paragraphs b) or c)

b) covertly uses such a relationship to obtain information or provide access to any information to another person; or

c) covertly discloses information obtained by the use of such a relationship or as a consequence of the existence of such a relationship

Any reference to the conduct of a CHIS includes the conduct of a source which falls within a) to c) or is incidental to it.

References to the use of a CHIS are references to inducing, asking or assisting a person to engage in such conduct.

7.2 Section 26(9) of RIPA goes on to define:-

b) a purpose is covert, in relation to the establishment or maintenance of a personal or other relationship, if, and only if, the relationship is conducted in a manner that is calculated to ensure that one of the parties to the relationship is unaware of that purpose; and

c) a relationship is used covertly, and information obtained as mentioned in ss (8) (c) above and is disclosed covertly, if, and only if it is used or as the case may be, disclosed in a manner that is calculated to ensure that one of the parties to the relationship is unaware of the use or disclosure in question.

7.3 With any authorised use of a CHIS, the Council must ensure that arrangements are in place for the proper oversight and management of the CHIS, this includes appointing individual officers as handlers and controllers in relation to the CHIS (s.29(5)(a) and (b)). The handler should not be the Authorising Officer. Appropriate risk assessments should also be prepared in relation to the CHIS activity.

7.4 There is a risk that an informant who is providing information to the Council voluntarily may in reality be a CHIS even if not tasked to obtain information covertly. It is the activity of the CHIS in exploiting a relationship for a covert purpose which is ultimately authorised in the 2000 Act, not whether or not the CHIS is asked to do so by the Council. When an informant gives repeat information about a suspect or about a family and it becomes apparent that the informant may be obtaining the information in the course of a neighbourhood or family relationship, it may mean that the informant is in fact a CHIS. Legal advice should always be sought in such instances before acting on any information from such an informant.

7.4 Juvenile Sources

7.4.1 Special safeguards apply to the use or conduct of juvenile sources; that is sources under the age of 18 years. On no occasion should the use or conduct of a source under the age of 16 years be authorised to give information against his parents or any person who has parental responsibility for him. The duration of a juvenile CHIS is **four** months. The Regulation of Investigatory Powers (Juveniles) Order 2000 contains special provisions which must be

adhered to in respect of juvenile sources. Any authorisation of a juvenile CHIS must be by the Chief Executive.

7.5 Vulnerable Individuals

7.5.1 A vulnerable individual is a person who by reason of mental disorder or vulnerability or other disability, age or illness is, or may be, unable to take care of himself, or unable to protect himself against significant harm or exploitation. Any individual of this description should only be authorised to act as a source in the most exceptional circumstances. Any authorisation of a vulnerable individual as a CHIS must be by the Chief Executive.

8. Authorisations

8.1 Applications for directed surveillance

8.1.1 All application forms must be fully completed with the required details to enable the authorising officer to make an informed decision. Application forms are available on the Home Office website, officers should ensure they are using the most up to date forms for RIPA authorisations. The authorisation will only commence on the date Magistrates Court approval is obtained (see 8.3) and runs for three months from that date of that approval.

No authorisation shall be granted unless the authorising officer is satisfied that the investigation is:

-**necessary** for either the purpose of preventing or detecting crime or of preventing disorder,

-Involves a criminal offence punishable whether summarily or on indictment by a maximum sentence of at least six months imprisonment or related to the underage sale of alcohol or tobacco (see para 6.2 for offences)

-**proportionate** and this has 4 elements, namely:
(1) that the method of surveillance proposed is not excessive to the seriousness of the matter under investigation,
(2) the method used must be the least invasive of the target's privacy,
(3) the privacy of innocent members of the public must be respected and collateral intrusion minimised (see 8.1.2).
(4) that no other form of investigation would be appropriate. This should be evidenced by explaining what other methods of investigation have been considered or tried and why they have not been implemented or why they failed.

The grant of authorisation should indicate that consideration has been given to the above points.

Advice should be sought from the Legal Services on any issues of concern.

8.1.2 The Authorising Officer must take into account the risk of obtaining private information about persons who are not subjects of the surveillance activity -**'collateral intrusion'** i.e. intrusion on, or interference with, the privacy of persons other than the subject of the investigation. The application must include an assessment of any risk of collateral intrusion for this purpose.

Steps must be taken to avoid unnecessary collateral intrusion and minimise any necessary intrusion.

Those carrying out the investigation must inform the Authorising Officer of any unexpected interference with the privacy of individuals who are not covered by the authorisation, as soon as it becomes apparent. Where such collateral intrusion is unavoidable, the activities may still be authorised, provided this intrusion is considered proportionate to what is sought to be achieved. The same considerations in respect of proportionality outlined in para 8.1.1 apply to the assessment of collateral intrusion.

The Authorising Officer should also fully understand the capabilities and sensitivity levels of any equipment being used to carry out directed surveillance so as to properly assess the risk of collateral intrusion in surveillance techniques.

8.1.3 Special consideration in respect of confidential information

Particular attention is drawn to areas where the subject of surveillance may reasonably expect a high degree of privacy eg where confidential information is involved.

Confidential information consists of matters subject to legal privilege, communication between a Member of Parliament and another person on constituency matters, confidential personal information or confidential journalistic material, or where material identifies a journalist's source. (ss 98-100 Police Act 1997).

Legal privilege

Generally, this applies to communications between an individual and his/her legal adviser in connection with the giving of legal advice in connection with or in contemplation of legal proceedings. Such information is unlikely ever to be admissible as evidence in criminal proceedings.

If in doubt, the advice of Legal Services should be sought in respect of any issues in this area.

Confidential personal information

This is oral or written information held in (express or implied) confidence, relating to the physical or mental health or spiritual counselling of an individual (alive or dead) who can be identified from it. Specific examples provided in the codes of practice are consultations between a health professional and a patient, discussions between a minister of religion and an individual relating to the latter's spiritual welfare or matters of medical or journalistic confidentiality

Confidential constituent information

This is information relating to communication between a Member of Parliament and a constituent in respect of constituency business. Such information is held in confidence if it is held subject to an express or implied undertaking to hold it in confidence or it is subject to a restriction on disclosure or an obligation of confidentiality contained in existing legislation.

Confidential journalistic material

This is material acquired or created for the purposes of journalism and held subject to an undertaking to hold it in confidence. There is a strong public interest in protecting a free press including the willingness of sources to provide information to journalists in confidence.

It should be noted that matters considered to be confidential under RIPA may not necessarily be properly regarded as confidential under section 41 Freedom of Information Act 2000.

Where such information is likely to be acquired, the surveillance may only be authorised by the Chief Executive, or, in his absence, a Chief Officer and should only be authorised where there are exceptional and compelling circumstances that make the authorisation necessary.

8.1.4 Authorisations must be in writing and have a "wet" signature .

8.1.5 Notifications to Inspector/Commissioner

The following situations must be brought to the inspector/commissioner's attention at the next inspection:

- Where an officer has had to authorise surveillance in respect of an investigation in which he/she is directly involved.

- Where a lawyer is the subject of an investigation or operation;

- Where confidential personal information or confidential journalistic information has been acquired and retained.

8.2 Applications for CHIS

The process for CHIS applications is the same as for directed surveillance except that the serious crime threshold of investigating criminal offences with a sentence of at least 6 months in imprisonment does not apply. The authorisation must be in writing, must specify the activities and identity (by pseudonym only) of the CHIS and that the authorised conduct is carried out for the purposes of, or in connection with, the investigation or operation so specified.

Again the Authorising Officer must be satisfied that the authorised use and conduct of the CHIS is proportionate to what is sought to be achieved by that conduct and the CHIS must be necessary for the prevention or detection of crime or the prevention of disorder. Collateral intrusion must also be considered.

All application forms must be fully completed with the required details to enable the Authorising Officer to make an informed decision. A risk assessment and record must be prepared for each CHIS.

8.3 Judicial Approval of authorisations (see guidance at Appendix C and D)

Once the Authorising Officer has authorised the Directed Surveillance or CHIS, the Authorising Officer who gave the authorisation should attend the Magistrates Court for the authorisation to be approved by a Justice of the Peace. The hearing should ideally be on the same day as the Authorising Officer gives authorisation, the court should be contacted prior to attendance to ensure the matter can be heard.

The Authorising Officer will provide the Justice of the Peace with a copy of the original authorisation and the supporting documents setting out the case. This forms the basis of the application to the Justice of the Peace and should contain all information that is relied upon.

In addition, the Authorising Officer will provide the Justice of the Peace with a partially completed judicial application/order form. These documents should be taken to the court by the Authorising Officer and not sent to the court my any other means prior to the hearing.

The hearing will be in private and the Authorising Officer will be sworn in and present evidence as required by the Justice of the Peace. Any such evidence should be limited to the information in the authorisation.

The Justice of the Peace will consider whether he/she is satisfied that at the time the authorisation was given there were reasonable grounds for believing that the authorisation or notice was necessary and proportionate and whether that continues to be the case. They will also consider whether the authorisation was given by the appropriate designated person at the correct level within the Council and whether (in the case of directed surveillance) the crime threshold has been met.

The Justice of the Peace can :

a) **Approve the grant of the authorisation** ,which means the authorisation will then take effect for a period of three months.
b) **Refuse to approve the grant of the authorisation**, which means the authorisation will not take effect but the Council could look at the reasons for refusal, make any amendments and reapply for judicial approval.
c) **Refuse to approve the grant of the authorisation** and quash the original authorisation. The court cannot exercise its power to quash the authorisation unless the applicant has at least 2 business days from the date of the refusal in which to make representations.

8.4 **Working in partnership with the Police/Collaborative Working**

Authorisation can be granted in situations where the police rather than Gedling Borough Council require the surveillance to take action, as long as the behaviour complained of, meets all criteria to grant and in addition is also of concern to the Council. Authorisation cannot be granted for surveillance requested by the police for a purely police issue.

The Police, as an emergency service may authorise RIPA without Magistrates approval, if an urgent situation arises and RIPA authorisation would be required urgently, the Council should contact the police if surveillance is deemed to be necessary and proportionate in an urgent situation.

Any person granting or applying for an authorisation will also need to be aware of particular sensitivities in the local community where the surveillance is taking place and of any other similar activities being undertaken by other public authorities which could impact on the deployment of surveillance or property interference. Where an Authorising Officers considers conflicts may arise they should consult a senior officer within the police.

Where the Police are carrying out surveillance and request the use of the Council's cameras to do so, the police should obtain the authorisation and provide sufficient information to the Council to enable the surveillance to be undertaken in line with the authorisation.

9. Unique Operation Reference Number

Each Application for Directed Surveillance and CHIS, must have a Unique Operation Reference Number. This URN will begin with either ENV (if it is granted in the Environment and Planning Department) or FIN (if it is granted in the Finance Department), followed by a sequential number, followed by 20?? being the year in which the Authority was applied for, e.g. ENV/27/2005

10. Duration and Cancellation

- An authorisation for **directed surveillance** shall cease to have effect (if not renewed or cancelled) 3 months from the date the Justice of the Peace approves the grant.

- If renewed, the authorisation shall cease to have effect 3 months from the expiry date of the original authorisation.

- An authorisation for **CHIS** shall cease to have effect (unless renewed or unless juvenile) 12 months from the date the Justice of the Peace approves the grant or renewal.

This does not mean that the authorisation should continue for the whole period so that it lapses at the end of this time. The Authorising Officer must cancel the authorisation at anytime if they consider the surveillance or CHIS no longer meets the criteria on which it was authorised.

On cancellation, the cancellation form should detail what product has been obtained as a result of the surveillance activity. The forms should include the dates and times of the activity, the nature of the product obtained and its format, any associated log or reference numbers, details of where the product is to be held and the name of the officer responsible for its future management.

Documentation of any instruction to cease surveillance should be retained and kept with the cancellation form.

11. Reviews

The Authorising Officer should review all authorisations at intervals determined by him/herself. This should be as often as necessary and practicable-usually monthly, however reviews may be more frequent where there is a high level of intrusion into a subject's private life or there is significant collateral intrusion. **The reviews should be recorded.**

If the directed surveillance authorisation provides for the surveillance of unidentified individuals whose identity is later established, the terms of the authorisation should be refined at review to include the identity of these

individuals. It would be appropriate to call a review specifically for this purpose.

Any changes to the nature or extent of the surveillance activity which results in a greater intrusion into the private life of any person should be raised at review and consideration of the necessity and proportionality test should be undertaken before any changes are approved or rejected.

Particular attention should be paid to the possibility of obtaining confidential information and an assessment as to the information gleaned should take place at every review.

12. Renewals

Any Authorising Officer may renew an existing authorisation on the same terms as the original at any time before the original ceases to have effect. The renewal must then be approved by the Justice of the Peace in the same way the original authorisation was approved. The process outlined in paragraph 8.3 should be followed for renewals.

A CHIS authorisation must be thoroughly reviewed before it is renewed.

13. Central Register of authorisations

13.1 All authorities must maintain the following documents:

- Copy of the application and a copy of the authorisation form and the approval order from the Magistrates together with any supplementary documentation
- A record of the period over which the surveillance has taken place;
- The frequency of reviews prescribed by the Authorising Officer;
- A record of the result of each review of the authorisation;
- A copy of any renewal of an authorisation and Order made by the Magistrates Court and supporting documentation submitted when the renewal was requested;
- The date and time when any instruction to cease surveillance as given
- The date and time when any other instruction was given by the Authorising Officer

13.2. To comply with 13.1 Legal Services hold the central register of all authorisations issued by officers of Gedling Borough Council. The original authorisation, reviews, renewal and cancellation issued should be passed immediately to Legal Services. A copy should be kept by the applicant Department and the Authorising Officer. Any original authorisations and

renewals taken to the Magistrates Court should be retained by the Council, the court must only keep copies of the authorisations or renewals.

13.3 The Council must also maintain a centrally retrievable record of the following information:

- type of authorisation
- date the authorisation was given
- details of attendance at the Magistrates' Court, the date of the attendance, the determining Justice of the Peace, the decision of the court and the time and date of the decision
- name and rank/grade of the Authorising Officer
- unique reference number of the investigation/operation
- title (including brief description and names of the subjects) of the investigation/operation;
- details and dates of reviews
- dates of any renewals including the name and rank of the Authorising Officer
- whether the investigation/operation is likely to result in obtaining confidential information
- whether the authorisation was granted by an individual directly involved in the investigation
- date of cancellation
- detail of any material obtained through surveillance with dates for review and destruction of such material

These records will be retained for at least 3 years and will be available for inspection by the IPC.

Where the Council has worked collaboratively with the Police and provided assistance on any police obtained RIPA authorisation such as utilising Council cameras for police surveillance, records of that activity should be retained including the instruction from Police and details of the authorisation.

14. Retention of records

The Council must ensure that arrangements are in place for the secure handling, storage and destruction of material obtained through the use of directed surveillance or CHIS. The Authorising Officers through their relevant Data Controller must ensure compliance with the appropriate data protection requirements under the General Data Protection Regulation ("GDPR") Data Protection Act 2018 and any relevant codes of practice relating to the handling and storage of material, in addition consideration should be given to the Council's Record Retention and Disposal Policy in relation to how long material from a RIPA authorisation is retained.

The Central Register of Authorisations will be kept securely in a locked cabinet in the Legal Services department. The Register will provide dates for

review and destruction of any RIPA material obtained as part of an authorised covert surveillance operation.

15. Complaints procedure

15.1 The Council will maintain the standards set out in this guidance and the Codes of Practice (**See Appendix B**). The Investigatory Powers Commissioner has responsibility for monitoring and reviewing the way the Council exercises the powers and duties conferred by RIPA.

15.2 Contravention of RIPA may be reported to the Investigatory Powers Tribunal. Before making such a reference, a complaint concerning a breach of this guidance should be made using the Council's own internal complaints procedure. To make a complaint, please follow this link Complaints | Gedling Borough Council or contact us at Gedling Borough Council, Arnot Hill Park, Arnold Nottingham NG5 6LU on 0115 9013901.

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Name of project, policy, function, service or proposal being assessed:	Regulation of Investigatory Powers Act 2000 (RIPA) Annual Audit.
The main objective of (please insert the name of accessed document stated above):	Ensure no covert surveillance is undertaken as part of an investigation without the correct authorisations being in place in accordance with the law. To update Cabinet on any authorisations given and the authorities compliance with the law.

What impact will this audit 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 audit is a factual update with **no direct service delivery implications**. No authorisations were made; therefore, **no surveillance activity occurred** that could impact individuals or groups. The decision does not introduce or amend policies, procedures, or practices that affect protected groups.

	Internal				
Gender Reassignment	External			Yes	As above.
	Internal				
Age	External			Yes	As above.
	Internal				

Marriage and civil partnership	External			Yes	As above.
	Internal				
Disability	External			Yes	As above.
	Internal				
Race & Ethnicity	External			Yes	As above.
	Internal				
Sexual Orientation	External			Yes	As above.
	Internal				
Religion or Belief (or no Belief)	External			Yes	As above.
	Internal				
Pregnancy & Maternity	External			Yes	As above.
	Internal				
Other Groups (e.g. any other vulnerable groups, rural isolation, deprived areas, low income staff etc.)	External			Yes	As above.
	Internal				

Please state the group/s: _____ _____ _					

Is there is any evidence of a high disproportionate adverse or positive impact on any groups?		No	The audit has **no equality implications**. It maintains transparency and accountability without affecting any protected characteristic groups.
Is there an opportunity to mitigate or alleviate any such impacts?	Yes	No	N/A
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

Authorisation and Review

Completing Officer	**Laura Chaplin**
Authorising Head of Service/Director	**Francessca Whyley**
Date	**16/07/2026**
Review date (if applicable)	

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Report to Cabinet

Subject: Whistleblowing (Speak Up) Policy and Procedure

Date: 16 July 2026

Author: Deputy Chief Executive and Monitoring Officer

Purpose

To present the Whistleblowing (Speak Up) Policy and Procedure for approval by Cabinet on recommendation of the Audit Committee.

Recommendation(s)

THAT Cabinet:

1. Approves the Whistleblowing (Speak Up) Policy and Procedure.
2. Notes that the policy provides an updated framework for raising, assessing, handling and reporting serious public-interest concerns connected to the Council.
3. Agrees that authority be delegated to the Deputy Chief Executive and Monitoring Officer, in consultation with the Chief Finance Officer and Section 151 Officer, to make minor amendments to reflect legislative, organisational or operational changes.

1 Background

1.1 The Council is committed to the highest standards of integrity, openness, honesty and accountability and wants people to feel safe to speak up where they reasonably believe that wrongdoing, malpractice or a serious risk has occurred, is occurring, or is likely to occur.

1.2 The Whistleblowing (Speak Up) Policy and Procedure has been developed to provide a clear and accessible framework for raising concerns in the public interest and for ensuring that concerns are assessed, handled fairly, acted upon promptly and used to support organisational learning. It has also been updated following recommendations arising from the Internal Audit review in order to strengthen the Council's speak-up arrangements and governance framework.

1.3 The policy reflects:

- the statutory whistleblowing framework under the Employment Rights Act 1996 and the Employment Rights Act 2025 as amended to include sexual harassment and the Public Interest Disclosure Act 1998
- current UK Government guidance on whistleblowing and prescribed persons
- CIPFA guidance on good governance and on managing the risk of fraud and corruption
- the Council's commitment to a positive speak-up culture, confidentiality, fair handling and protection from detriment
- clear arrangements for internal and external concerns, including signposting where another process is more appropriate
- the CIPFA Code of Practice on Managing the Risk of Fraud and Corruption
- the Council's zero-tolerance approach to fraud, bribery, corruption and wider economic crime
- the reasonable procedures themes associated with the failure to prevent fraud offence effective from 1 September 2025

1.4 The policy forms part of the Council's wider governance and assurance framework and supports oversight of speak-up culture, whistleblowing activity, organisational learning and the identification of themes, trends and control improvements. It replaces the Council's current Whistleblowing Policy adopted in 2019 and supports the Council's continued improvements to governance arrangements.

2 Proposal

2.1 The Whistleblowing (Speak Up) Policy and Procedure sets out the Council's framework for raising, assessing, handling and responding to serious public-interest concerns connected to the Council's work, services, governance, assets, contracts, partnerships and use of public funds.

2.2 The policy makes clear:

- who can raise a concern, including employees, other workers, councillors, contractors, volunteers, suppliers, members of the public and others connected with the Council
- the types of serious wrongdoing that may be raised under the policy
- the distinction between whistleblowing and other procedures such as grievances, complaints, safeguarding or standards arrangements
- the routes for raising concerns internally and the specific route for members of the public and other external people to raise serious concerns through the Monitoring Officer
- the Council's commitment to confidentiality, fair handling, protection from retaliation and support for whistleblowers
- strong leadership and a clear tone from the top
- fraud risk assessment and proportionate controls
- due diligence, secure systems and effective reporting routes
- monitoring, assurance and regular review through the governance framework

2.3 The policy includes arrangements for prompt acknowledgement, initial assessment and triage, taking account of matters such as urgency, safeguarding, financial exposure, fraud risk, reputation and public standing, legal and regulatory issues, potential retaliation, conflicts of interest and whether another route is more appropriate. It also makes clear that concerns should be passed promptly to the appropriate designated officer or team so that independence, confidentiality and evidence can be managed properly.

2.4 The Council will respond proportionately to the nature and seriousness of the concern. Depending on the circumstances, action may include immediate risk management steps, fact-finding, internal investigation, referral to Internal Audit, HR, Legal Services, safeguarding leads, the external auditor, the Police or another regulator, or referral to a more appropriate internal procedure. Where concerns involve suspected fraud, corruption, serious financial irregularity or misuse of public money, the Chief Finance Officer and Section 151 Officer should be involved at an early stage.

2.5 The policy also strengthens governance and oversight arrangements by providing for secure central record keeping, periodic review of themes, trends and lessons learned, joint strategic oversight by the Monitoring Officer and the Chief Finance Officer and Section 151 Officer, and periodic

anonymised reporting to Audit Committee. This supports good governance, organisational learning, counter-fraud resilience and assurance.

2.4 Approval of the policy is required by Cabinet and will provide assurance that the Council has an up-to-date and accessible whistleblowing framework aligned with current legislation, recognised good practice and the Council's wider governance arrangements. Approval is recommended by the Audit Committee who reviewed the policy on 23rd June 2026.

3 Alternative Options

3.1 Do nothing and retain the existing arrangements – this is not recommended as it may not reflect current legislation, good practice or the need for a clearly articulated speak-up framework for both internal and external concerns.

3.2 Produce a partial update – this has been discounted in favour of a fuller refresh to ensure clarity, consistency and clear routes for triage, handling, feedback, reporting and oversight.

4 Financial Implications

4.1 There are no direct additional financial implications arising from approving the revised policy.

4.2 Effective whistleblowing arrangements support early identification of fraud risk, governance issues, control weaknesses and misuse of public resources, which can help protect public funds and reduce wider financial exposure.

4.3 Any training, awareness or administration requirements arising from the policy will be managed within existing resources.

5 Local Government Reorganisation Implications

5.1 The policy provides a clear and consistent framework for speaking up that can support any future local government reorganisation arrangements.

5.2 It helps ensure that core principles of openness, accountability, confidentiality and fair handling can be maintained across any future organisational changes.

5.3 The approach also supports continuity of governance, reporting and assurance arrangements.

6 Legal Implications

6.1 The policy reflects the statutory whistleblowing framework under the Employment Rights Act 1996, as amended by the Public Interest Disclosure Act 1998 and subsequent legislation, together with wider governance, employment, safeguarding, fraud and regulatory considerations where relevant. Ultimate approval of the policy must be provided by Cabinet.

6.2 It also aligns with current UK Government guidance on whistleblowing and prescribed persons, CIPFA guidance on good governance and on managing the risk of fraud and corruption, relevant internal audit standards and wider public-sector good practice on speak-up culture, confidentiality and organisational learning.

6.3 The Deputy Chief Executive and Monitoring Officer have been consulted in the preparation of the policy, alongside the Chief Finance Officer and Section 151 Officer and HR as appropriate.

7 Equalities Implications

7.1 There are no direct adverse equalities implications arising from this report. The policy is intended to support an open and accessible speak-up culture and clear reporting routes for both internal and external people raising serious public-interest concerns connected to the Council.

7.2 The policy also supports fair handling, confidentiality so far as possible, protection from retaliation and appropriate signposting where another procedure is more suitable.

8 Carbon Reduction/Environmental Sustainability

8.1 There are no direct environmental implications arising from this report.

9 Appendices

9.1 Appendix 1 - Whistleblowing (Speak Up) Policy and Procedure

Appendix 2 – Equality Impact Assessment

Statutory Officer approval
Approved by: **Date:** **On behalf of the Chief Financial Officer**
Approved by: **Date:** **On behalf of the Monitoring Officer**

Whistleblowing (Speak Up) Policy and Procedure

Serving people, **Improving lives**

DOCUMENT CONTROL	
Version control number: 1.0	
Date approved:	Approved by:
Date of next review:	
Job title of responsible officer: Monitoring Officer and Chief Finance Officer & Section 151 Officer	

WHISTLEBLOWING (SPEAK UP) POLICY AND PROCEDURE

1. INTRODUCTION AND PURPOSE

1.1 Our commitment

Gedling Borough Council is committed to the highest standards of integrity, openness, honesty and accountability. The Council wants people to feel safe to speak up where they reasonably believe that wrongdoing, malpractice or a serious risk has occurred, is occurring, or is likely to occur. Speaking up about concerns at an early stage is encouraged and this policy sets out how we will deal with complaints of serious wrongdoing and what support we will provide for those people who do report concerns under this policy. The Council are committed to running our organisation in the best way possible and to do so, we need your help.

1.2 What whistleblowing means

Whistleblowing is the act of reporting suspected serious wrongdoing. Legally it is called making a disclosure in the public interest and is designed to protect the people who speak out. This means raising a concern in the public interest about wrongdoing connected to the Council's work, services or activities. This policy is intended to support early reporting, fair handling, timely action and organisational learning. It applies to both people working for or on behalf of the Council and external people, such as members of the public, who wish to raise a serious concern about wrongdoing connected to the Council.

For external people, this policy is intended for serious public-interest concerns about wrongdoing rather than routine service complaints or requests for service. This policy is intended for concerns where the public interest is affected. This means where other people are affected which could include the wider public, customers, staff or the organisation itself.

1.3 Who can raise a concern

- Employees – for example people employed directly by the Council under a contract of employment;
- Other workers – meaning people who personally carry out work for the Council but are not employees, for example some agency workers, casual workers or others engaged to provide work personally;
- Contractors, consultants and suppliers – for example organisations or individuals providing services, goods or specialist advice to the Council;
- Volunteers – for example people supporting Council activities on an unpaid basis;
- Councillors;
- Members of the public; and
- Others connected with the Council, where relevant.

References in this policy to a whistleblower mean any person listed above who raises a concern under this procedure.

1.4 Examples of serious wrongdoing

- **Criminal activity or legal and regulatory breaches** – for example fraud, theft, bribery, corruption, tax evasion, procurement offences, data protection breaches, harassment or discrimination, sexual harassment or failure to comply with a statutory duty, regulatory requirement or other legal obligation.
- **Financial wrongdoing or misuse of resources** – for example financial mismanagement, misuse of public funds, false claims, payroll irregularities, unauthorised spending, manipulation of accounts, or misuse of Council property, information or assets.
- **Miscarriage of justice** – for example the suppression of evidence, knowingly giving misleading information, improper influence over a decision, or serious failures in due process.
- **Health, safety or environmental risk** – for example unsafe working practices, failure to follow safeguarding or health and safety procedures, exposure to avoidable harm, pollution, unlawful disposal of waste, or damage to the environment.
- **Abuse of power or serious governance failure** – for example abuse of position, conflicts of interest, improper influence, breaches of codes of conduct, unauthorised decision-making, concealment of poor practice, or other serious failures in governance or internal control.
- **Deliberate concealment** – for example destroying records, falsifying documents, withholding key information, pressuring others not to report concerns, or otherwise attempting to hide wrongdoing.

1.5 Legal framework

Statutory protection for whistleblowers is governed by the Employment Rights Act 1996, as amended by the Public Interest Disclosure Act 1998 and subsequent legislation. The Council will handle concerns raised under this policy in a way that reflects both the legal framework and good practice expectations for a positive speak-up culture.

1.6 Best practice and guidance

In applying this policy, the Council will seek to align its arrangements with current legislative requirements and recognised best practice, including the statutory whistleblowing framework, current UK Government guidance on whistleblowing and prescribed persons, Chartered Institute of Public Finance and Accountancy (CIPFA) guidance on good governance and on managing the risk of fraud and corruption, relevant internal audit standards, and wider public-sector good practice on speak-up culture, confidentiality, organisational learning and protection from detriment.

1.7 Aims of this policy

This policy aims to:

- encourage people to raise concerns early and in the public interest without fear of reprisal, detriment or victimisation;
- make clear how concerns can be raised and how they will be assessed, investigated and concluded;
- ensure concerns are taken seriously, handled fairly, proportionately and confidentially so far as possible;
- protect whistleblowers from retaliation and make support available throughout the process; and
- use themes, trends and outcomes to strengthen governance, internal control, counter-fraud arrangements and organisational learning.

1.8 What this policy is not for

This policy is not intended to be used:

- for personal employment concerns, including grievances, bullying, harassment, discrimination, capability or disciplinary matters, unless there is a wider public interest issue. Personal grievances should normally be raised through the Council's grievance procedure;
- as a substitute for the Council's complaints process,
- Complaints relating to Councillor conduct under standards arrangements,
- safeguarding procedures or other specialist reporting routes;
- as an appeal route against decisions made under other Council procedures
- for concerns raised maliciously, vexatiously or with knowledge that the information is false. Such matters may be dealt with under the Council's complaints, conduct, disciplinary or other appropriate procedures, and may result in action being taken where justified

2 SCOPE OF THIS POLICY

2.1 What this policy covers

This policy covers concerns about serious wrongdoing connected to the Council's work, services, governance, assets, contracts, partnerships and use of public funds. It may be used by internal people, such as employees and others working for or on behalf of the Council, and by external people, such as members of the public, where the concern relates to serious wrongdoing in the public interest. External people should use this policy where they reasonably believe there is serious wrongdoing, malpractice, fraud, corruption, a serious risk, or another public-interest concern connected to the Council.

2.2 Reasonable belief and supporting information

A whistleblowing concern does not need to be proved by the person raising it. However, the concern should be raised honestly, with as much factual

information as possible, and on the basis of a reasonable belief that it is in the public interest.

2.3 Speak-up culture

The Council expects managers and leaders to promote a culture where people feel able to speak up, concerns are listened to respectfully, and issues raised are used to improve services, governance and control arrangements.

2.4 Signposting to the right process

If this policy is not the right route for a concern, the Council will explain this clearly and, where possible, signpost the person raising the concern to the correct process. For example, personal employment matters may need to be dealt with under HR procedures, and routine service complaints, requests for service or dissatisfaction with service standards from members of the public may need to be dealt with under the Council's complaints procedure, unless there is a wider public interest issue such as fraud, corruption, safeguarding risk, legal non-compliance or serious misconduct.

3. SAFEGUARDS, CONFIDENTIALITY AND SUPPORT

3.1 Statutory protection for workers

Workers who make a qualifying protected disclosure under the Employment Rights Act 1996 are protected by law from dismissal and detriment because they have spoken up.

3.2 When legal protection applies

To qualify for statutory protection, a worker must reasonably believe that the disclosure tends to show one or more types of wrongdoing set out in law and that making the disclosure is in the public interest. This reflects the legal tests in the Employment Rights Act 1996 and the approach set out in current UK Government guidance.

3.3 Raising concerns honestly

The Council does not require a concern to be fully evidenced or proven in order for it to be considered under this policy. However, concerns should be raised honestly and genuinely and not for personal gain, maliciously or with knowledge that the information is false. This approach reflects the current statutory framework and good-practice guidance, which emphasise the public interest test, reasonable belief, fair handling and protection from detriment.

3.4 Protection from retaliation

The Council will not tolerate victimisation, harassment, bullying, intimidation or

any other detriment suffered because a person has raised a concern or assisted with an investigation. Allegations of retaliation will be treated seriously and may result in disciplinary action or other appropriate action.

3.5 Separate employment matters

A whistleblowing disclosure does not prevent the Council from managing unrelated employment matters appropriately where there are separate legitimate grounds for doing so.

4. CONFIDENTIALITY AND ANONYMITY

4.1 Protecting identity

The Council will treat concerns sensitively and, so far as possible, protect the identity of a whistleblower. However, confidentiality cannot be guaranteed in every case, for example where disclosure is required by law, is necessary to safeguard others, or is needed to enable a fair investigation or legal process.

4.2 Anonymous concerns

Concerns may be raised anonymously, but this can make assessment, investigation, feedback and protection more difficult. Anonymous concerns will be considered on their merits, taking account of seriousness, credibility, supporting information and the ability to investigate.

4.3 Support available

The support available will depend on who is raising the concern and the circumstances of the case. Employees and other workers may seek support from a trade union representative, workplace representative, HR where appropriate, or independent confidential advice such as Protect or a legal adviser. Members of the public and other external people can also seek independent advice and, where a matter is not suitable for whistleblowing, will be signposted to the Council's complaints process or another appropriate route. Where an external person raises a concern under this policy, the Council will normally acknowledge it, consider whether it falls within the scope of whistleblowing, and explain the next steps or the more appropriate route, so far as it is able to do so. The Council will not tolerate any attempt to victimise, disadvantage or deter a person from raising a genuine concern in the public interest.

5 HOW TO RAISE A CONCERN

5.1 Who you can raise a concern with

A concern can be raised by staff with a line manager, a more senior manager,

Assistant Directors, the Chief Executive (Head of Paid Service), the Section 151 Officer, the Monitoring Officer or Internal Audit. Where the concern relates to a particular individual or service area, it should be raised through a route that avoids any actual or perceived conflict of interest.

5.2 How to raise a concern

Concerns can be raised in writing, by email, by telephone, through an approved reporting channel or in person. The whistleblower should provide as much detail as possible, including what happened, when, where, who was involved, whether there is evidence, and why the matter is a concern.

5.3 How external people can raise a concern

Members of the public and other external people should normally raise a whistleblowing concern with the Monitoring Officer (contact details provided below) where the concern relates to serious wrongdoing connected to the Council. When raising a concern, it will help to explain what happened, when it happened, who was involved, why you believe it is a serious public-interest concern, and whether you have any supporting information. If the matter is a routine complaint about a service, delay, decision or service standard, it should normally be raised through the Council's complaints procedure unless there is also a wider public-interest issue.

5.4 Raise concerns promptly

Concerns should be raised as soon as possible. The earlier a concern is reported, the easier it is to preserve evidence, manage risk and take appropriate action.

5.5 No need to prove the concern

A whistleblower is not expected to investigate or prove the concern. The Council's role is to decide whether the concern falls within this policy and, if so, what action is appropriate.

5.6 Advice before raising a concern

Advice about how to raise a concern may be obtained from the Council's designated contacts, a trade union representative, Protect or an independent legal adviser.

5.7 Being accompanied

A whistleblower may be accompanied at a meeting by a trade union representative, workplace representative or other companion where appropriate.

5.8 Equality Duty – The Council has a reasonable adjustments policy and will ensure appropriate support is given to facilitate the whistleblowing process.

6. INITIAL ASSESSMENT AND TRIAGE

6.1 Acknowledgement and initial assessment

All concerns raised under this policy will be acknowledged promptly, assessed by the Monitoring Officer and another member of the Senior Leadership Team or the Assistant Director of Workforce to determine whether they fall within the scope of whistleblowing, and risk-assessed to decide what immediate action is needed. Where the allegation is one of fraud or raises financial matters the Chief Finance Officer and S.151 Officer will be included in the initial assessment.

6.2 What is considered at triage

At the triage stage, the Council will consider matters such as urgency, safeguarding, financial exposure, fraud risk, reputation and public standing, legal and regulatory issues, potential retaliation, conflicts of interest and whether another reporting route or specialist procedure is more appropriate.

6.3 Possible outcomes of triage

Following initial assessment, the Council may decide to investigate internally, appoint an appropriately senior and independent person to oversee or carry out an investigation, refer the matter to Internal Audit, HR, Legal Services, safeguarding leads, an external auditor, the Police or another regulator, or resolve the issue through immediate management action where appropriate.

7. HOW THE COUNCIL WILL RESPOND

7.1 Proportionate response

The Council will respond proportionately to the nature and seriousness of the concern. Action may include immediate risk management steps, fact-finding, a formal investigation, referral to another procedure, referral to an external body, or a combination of these actions.

7.2 Passing concerns to the right person

Any person receiving a concern must not investigate it unless authorised to do so. They must pass it promptly to the appropriate Monitoring Officer so that independence, confidentiality and evidence can be managed properly. The Council will seek to ensure that any investigation is overseen or carried out by a person with appropriate seniority, expertise and independence from the matters raised.

7.3 Involvement of key officers

Where a concern involves suspected fraud, corruption, serious financial irregularity or misuse of public money, the Section 151 Officer should be involved at an early stage. Where appropriate, the Monitoring Officer, HR and safeguarding leads should also be involved.

7.4 Managing independence and conflicts of interest

The Council will take reasonable steps to avoid actual or perceived conflicts of interest when deciding how a concern should be handled and who should investigate it. Where this is necessary to protect independence, fairness or public confidence, the matter may be referred to an external body or an alternative investigating route.

8. FEEDBACK, OUTCOMES AND RECORD KEEPING

8.1 Acknowledging receipt and next steps

The Council will normally acknowledge receipt of a concern within 10 working days and, where possible, explain how the matter will be handled, whether any initial enquiries are required and the likely next steps including if possible details of the officer appointed to investigate the concern.

8.2 Providing feedback

The level of feedback that can be given will depend on confidentiality, legal restrictions, data protection and the rights of other individuals. The Council will nonetheless seek to keep the whistleblower appropriately informed and assured that the concern has been considered and addressed.

8.3 What external people can expect

Where a member of the public or another external person raises a concern under this policy with the Monitoring Officer, the Council will normally acknowledge receipt, carry out initial assessment (as in para 6.1) consider whether the concern falls within the scope of whistleblowing, and, where possible, explain whether it will be handled under this policy or through another appropriate route. If the matter is better dealt with as a service complaint or another type of report, the Council will normally explain this and, where possible, signpost the person to the correct route. The level of detail that can be provided about any action taken will depend on confidentiality, legal restrictions and the rights of others.

8.4 Record keeping

A central record of whistleblowing concerns will be maintained securely by HR. Records should include the nature of the concern, date received, route of referral, action taken, outcome, learning points and any follow-up action, while protecting confidentiality as far as possible.

8.5 Learning from concerns raised

Themes, trends and lessons learned from whistleblowing concerns should be reviewed periodically to inform governance reporting, fraud risk management, control improvement, staff awareness and policy review.

9. RAISING A CONCERN EXTERNALLY

9.1 When external disclosure may be appropriate

The Council encourages concerns to be raised internally first wherever possible. However, workers may in some circumstances make a protected disclosure to an appropriate prescribed person or other external body in accordance with the law.

9.2 Using prescribed persons and external bodies

External disclosures should be made only to the body responsible for the relevant issue. The current list of prescribed persons and bodies is maintained by the UK Government and may change from time to time:

- the external auditor, where relevant to audit or value for money matters;
- the Police, National Crime Agency or Serious Fraud Office, where criminal conduct is suspected;
- the Health and Safety Executive, Information Commissioner, Environment Agency, HMRC or another regulator relevant to the concern; and
- other prescribed persons listed by the UK Government for specific subject areas.

9.3 Seeking independent advice

Anyone considering an external disclosure should take care not to disclose information unlawfully. Independent confidential advice should be sought where needed.

10. GOVERNANCE AND RESPONSIBILITIES

10.1 Designated roles and coordination

The Council will designate appropriate officers to receive, assess and coordinate whistleblowing concerns these officers are the Monitoring Officer, Head of Paid Service, Chief Finance and S.151 Officer and Assistant Director of Workforce and all members of Senior Leadership Team. These arrangements should ensure independence, confidentiality, appropriate expertise and escalation where necessary.

10.2 Alignment with good governance

Governance arrangements under this policy are intended to support the Council's wider local code of governance and assurance framework, including the principles of openness, accountability, ethical behaviour, effective risk management, internal control, and continuous improvement reflected in CIPFA/SOLACE good governance guidance and related professional standards.

10.3 Oversight and reporting

The Monitoring Officer and the Chief Finance Officer & Section 151 Officer will maintain joint strategic oversight of this policy, supported by Internal Audit and HR as appropriate. The Audit Committee or other appropriate committee should receive periodic, anonymised reporting on whistleblowing activity, themes, outcomes and lessons learned. This supports recognised best practice in governance oversight, organisational learning, counter-fraud resilience and assurance.

11. MONITORING AND REVIEW

11.1 Review frequency

This policy will be reviewed regularly and at least every two years, or sooner if there are changes in legislation, statutory guidance, Council structures or recognised best practice.

11.2 Standards used in review

In reviewing this policy, the Council should take account of relevant legislation, including the Employment Rights Act 1996, Employment Rights Act 2025 and Public Interest Disclosure Act 1998 framework, current UK Government guidance on whistleblowing and prescribed persons, CIPFA guidance on good governance and on managing the risk of fraud and corruption, applicable internal audit standards, and wider public-sector good practice on speak-up culture and whistleblower experience. The Council should also use periodic review of whistleblowing cases, themes and outcomes to test whether arrangements remain effective, trusted, accessible and consistent with best practice, and to identify improvements to training, awareness, reporting routes, support, controls and governance oversight.

12. POLICY OWNERSHIP AND APPROVAL

12.1 Policy owner

The policy owners are the Monitoring Officer and the Chief Finance Officer & Section 151 Officer, working with Internal Audit and HR as appropriate.

12.2 Approval and review

This policy should be approved by Cabinet following review by the Audit Committee. The approval date, version number and next review date should be recorded in the Council's document control arrangements.

12.3 Related documents

This policy should be read alongside the Council's grievance procedure, complaints procedure, arrangements for dealing with Code of Conduct complaints, safeguarding procedures, counter fraud and corruption strategy, fraud response plan, financial regulations and other related governance documents.

The Monitoring Officer can be contacted at francesca.whyley@gedling.gov.uk or at the Civic Centre, Arnot Hill Park, Arnold, Nottingham NG5 6LU.

Equality Impact Assessment

Name of project, policy, function, service or proposal being assessed:	Whistleblowing Policy
The main objective of (please insert the name of accessed document stated above):	Ensure the Council has a clear policy and process for the reporting of serious wrongdoing under the whistleblowing framework

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
Gender	External			x	
	Internal			x	
Gender Reassignment	External			x	
	Internal			x	
Age	External			x	
	Internal			x	

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

Please state the group/s: _____ _____ _					

Is there is any evidence of a high disproportionate adverse or positive impact on any groups?	~~Yes~~	No	There is no evidence of a high disproportionate impact. The policy itself is designed to be inclusive and encourage anyone from any protected characteristic to report wrongdoing. The policy references the Council's reasonable adjustments policy and the ability to report whistleblowing in any format and with support. The process is designed to ensure protection from any victimisation or discrimination or negative treatment following reporting of a whistleblowing matter.
Is there an opportunity to mitigate or alleviate any such impacts?	~~Yes~~	No	The reasonable adjustment policy supports reporting under this policy.
Are there any gaps in information available (e.g. evidence) so that a complete assessment of different impacts is not possible?	~~Yes~~	No	Comment

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
Review of reporting of whistleblowing	Annually	Effective reporting and feedback from reporters and monitoring complaints to	Deputy Chief Executive

		establish whether there is evidence of a specific impact based on a protected characteristic.	

Authorisation and Review

Completing Officer	
Authorising Head of Service/Director	
Date	
Review date (if applicable)	