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Gedling Borough Council

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

Agenda

Overview and Scrutiny Committee

Date:	**Monday 27 July 2026**
Time:	**5.30 pm**
Place:	**Council Chamber**
	For any further information please contact: **Democratic Services** committees@gedling.gov.uk 0115 901 3844

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Overview and Scrutiny Committee

Membership

Chair Councillor Catherine Pope

Vice-Chair Councillor David Brocklebank

Councillor Michael Adams
Councillor Roy Allan
Councillor Jim Creamer
Councillor Andrew Dunkin
Councillor Rachael Ellis
Councillor Roxanne Ellis
Councillor Darren Maltby
Councillor Ron McCrossen
Councillor Andrew Meads
Councillor Grahame Pope
Councillor Sam Smith

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Role of the Overview and Scrutiny Committee:

a) Hold the Executive to account
   - Review the performance and decisions of the Executive
   - Review the Council’s progress in achieving policy aims and performance targets
   - Review the performance of individual services
b) Develop and review policy
   - Help the Council and the Executive develop policy by studying issues in detail
   - Carry out research and consultation on policy
c) Call-in Executive decisions
   - Exercise the right to call in decisions made by the Executive, but not yet implemented, if there is a need for the decision to be reviewed

d) Hold others to account
  - The Overview and Scrutiny Committee can hold other public service providers to account for their activities and performance
  - Undertake an annual review of the work of the Local Crome and Disorder Reduction Partnerships

AGENDA

MINUTES
OVERVIEW AND SCRUTINY COMMITTEE

Monday 9 March 2026

Councillor Catherine Pope (Chair)

Councillor David Brocklebank	Councillor Andrew Meads
Councillor Andrew Dunkin	Councillor Grahame Pope
Councillor Rachael Ellis	Councillor Martin Smith
Councillor Alison Hunt	Councillor Sam Smith
Councillor Darren Maltby	Councillor Ruth Strong
Councillor Julie Najuk	Councillor Paul Wilkinson

Apologies for absence:	Councillor Michael Adams, Councillor Pauline Allan, Councillor Roy Allan, Councillor Jim Creamer, Councillor Ron McCrossen and Councillor Russell Whiting
Officers in Attendance:	T Adams, T Fletcher, B Hopewell, L Juby, E McGinlay, K Morgan, N Osei, C Payne and S Troman
Guests in Attendance	Councillor Pearson

40 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS.

Apologies for absence were received from Councillors Pauline Allan, Roy Allan, Creamer, McCrossen and Whiting. Councillors Hunt, Najuk, Meads, Strong and Wilkinson attended as substitute.

41 TO APPROVE, AS A CORRECT RECORD, THE MINUTES OF THE MEETING HELD ON 12 JANUARY 2026.

RESOLVED:

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

42 DECLARATION OF INTERESTS.

None.

43 CALL-IN OF EXECUTIVE DECISION - CARLTON ACTIVE 19 FEBRUARY 2026

The Assistant Director for Governance and Democracy introduced a report, which had been circulated in advance of the meeting, seeking the Committee’s views on the call-in of Cabinet’s decision on 19 February 2026 regarding the Carlton Active project. The Assistant Director for

Leisure and Wellbeing outlined the rationale for the decision, stating that it had been made lawfully, based on the available evidence, and in the best interests of the Council.

The Chair invited public questions.

A Member of the public stated that the Equality impact Assessment (EQIA) had not fully assessed the impact on protected groups, particularly the three-year gap in provision for indoor bowls users and the lack of identified mitigation or consideration of alternative options. They questioned how Cabinet could have met its duties under the Equality Act without these assessments.

Officers responded that the EQIA had considered the impacts on the bowls community and that consultation had been undertaken to explore alternative interim provision.

Another member of the public raised concerns about the financial implications cited by Cabinet, including the estimated £2 million repair cost at Carlton Forum and the overall £29.9 million project cost for Carlton Active. They questioned whether this represented the best use of public money and asked whether a revised options appraisal, including a four-rink bowls facility, should be undertaken.

The Chair advised that funding issues were outside the scope of the call-in.

Officers then provided additional context on the condition of Carlton Forum, explaining that the 56-year-old building required ongoing major repairs and that failure of the drainage system could lead to closure, affecting over 4,000 regular leisure club users.

The Chair invited Member questions.

Members referred to point 4 of the call-in (reasonable alternatives), expressing concern that Cabinet may not have fully explored alternative options and should have paused its decision to do so after receiving a petition. The Chair reminded Members that the call-in related specifically to alternatives to indoor bowls provision.

Members queried the estimated £2-3 million cost of providing indoor bowls elsewhere and raised concerns about the Bowls Club being expected to vacate the premises immediately after their final booking.

Officers stated that a range of alternative locations had been explored but all had financial implications; the Council was also limited in its ability to subsidise a private Limited Company.

A motion was moved and seconded to refer the decision to full Council.

Members noted that the call-in process tested whether decisions were lawful and evidence-based, not whether Members agreed with Cabinet's chosen direction. They acknowledged that Cabinet's earlier decision in September 2025, based on consultation responses, had not been called in. Members clarified that the current decision was only to progress from RIBA stage two to stages three and four to produce detailed design and a full business case. They were advised that indoor bowls had been reconsidered during stage two, including three, four and six-rink options, but the inclusion significantly affected size, cost and viability. Discussions with the Bowls Club were ongoing.

Members recognised strong community feeling but emphasised the need to consider the whole borough's leisure provision and long-term financial sustainability. They were not persuaded that the threshold for call-in had been met.

Some Members referred to points one and four of the call-in, stating that bowls offered social, cognitive and physical benefits distinct from gym or swimming activities, particularly for people living with dementia. They felt proposed alternative activities did not replicate those team-based benefits.

Members also raised concerns that consultation responses had not been accurately reflected in reports to Cabinet. They cited the community Infrastructure Levy (CIL) consultation, stating that incomplete scoring disadvantaged some Calverton projects and that earlier submissions had been overlooked. They noted that most respondents did not support Carlton Active. They also referenced feedback from the Leisure Strategy Transformation consultation, which they believed did not demonstrate clear public support for Carlton Active and had highlighted indoor bowls as a community priority, suggesting a lack of transparency.

A Member restated that for a call-in to succeed there must be evidence of absent consultation, unassessed impacts, ignored risks, or a lack of due regard. They felt the information provided by the Director for Leisure and Wellbeing demonstrated that options had been considered and that governance and risk management were clear. They therefore could not support the call-in.

Members voted on the motion to refer the decision to full Council. The motion was lost.

Members then voted on option 1 of the recommendations; to dismiss the call-in.

RESOLVED:

To dismiss the call-in.

44 PROGRAMME OF PORTFOLIO HOLDER PERFORMANCE.

Members welcomed Councillor Lynda Pearson, Portfolio Holder for Communities and Place to the meeting to examine her portfolio. Councillor Pearson gave an update to members on some key happenings within her portfolio.

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

Members noted the list of events under Councillor Pearson’s area if responsibility. It was highlighted that the number of events had reduced in recent years due to the absence of a dedicated budget and the significant financial impact such events would have on the council. Events that had taken place between April 2025 and March 2026 included:

- Arnold Summer Fair
- Arnold Remembrance
- Gedling and Mapperley Remembrance
- Gedling Country Park 10-Year Anniversary
- Arnold Christmas Lights Switch-On
- School Games Event at Arnot Hill Park
- Pride of Gedling Awards

Members then received information on various projects under Councillor Pearson’s portfolio, including:

- UKSPF Gedling Community Action Network
- Gedling Parish Conference
- Violence Against Women and Girls White Ribbon Day
- UKSPF Digital Inclusion Project
- Intergenerational Digital Inclusion Discovery Project

It was noted that council-wide teamwork in delivering events, together with strong community and partner engagement, had been integral to the success of the work undertaken. Through this work, some success had also been achieved in securing sponsorships to offset event costs.

Members also heard about challenges affecting the portfolio, along with areas being targets for improvement. Challenges included a tight fiscal environment for discretionary services, limited core revenue funding, high administrative requirements to ensure events remained safe and lawful, and rising costs associated with security, equipment, and insurance. It was noted that improvements were being considered to support funding sustainability for key events and projects, such as enhanced tools to measure value, impact assessments, and improved communication.

The Chair then invited Members to ask questions regarding Councillor Pearson's portfolio.

A Member noted that Rural Affairs fell under Councillor Pearson's responsibilities and queried how much of her time was dedicated to this area.

Councillor Pearson confirmed that she received information from the Rural Community Action Group regarding progress on rural matters and agreed to speak with the Member outside the meeting to explore what further support could be provided within their constituency.

RESOLVED:

To thank Councillor Pearson for the information provided.

45 GEDLING PLAN Q3 PERFORMANCE 2025/26 REPORT

The Chief Finance and Section 151 Officer introduced a report, which had been circulated in advance of the meeting, informing Members in summary of the position against Performance Indicators and Annual Delivery Plan Actions in quarter 3 of 2025/26.

Members noted the increase in compliments received and queried the reason for the rise. It was reported that many of the compliments related to leisure services and the Bonnington Theatre.

Members also noted the increase in MP letters received by the Council and asked whether there had been any common themes. It was agreed that this would be investigated and reported back to Members following the meeting.

Members queried whether the Council knew who the site on Burton Road had been sold to and whether any planning applications had been submitted for the site. It was noted that the site had been sold at auction and that Members could view ownership details via the land registry database. Regarding planning applications, it was agreed that officers would make enquiries with the planning department and report back to Members following the meeting.

Members queried how the Council measured its performance in cleaning and maintaining Gedling parks and recreation grounds. It was noted that maintenance was carried out across all parks on a weekly basis and that an independent surveyor inspected them annually. The Council had also identified issues with the quantity of checks being undertaken, and this was being addressed.

RESOLVED to:

Note the position against Performance Indicators and Annual Delivery Plan Actions in Quarter 3 of 2025/26.

46 CORPORATE RISK MANAGEMENT REVIEW - QUARTER 3 2025/26

The Chief Finance and Section 151 Officer introduced a report, which had been circulated in advance of the meeting, updating Members on the current level of assurance that could be provided against each corporate risk.

Members noted that the communications plan for Garden Waste was due to be launched in 2026 and queried whether they had missed it or whether it was still to begin. It was reported that email reminders to re-subscribe had been sent out, and many responses had already been received. Members were advised to check their junk inboxes or confirm whether the department held the correct email address for them.

Members queried whether the medium-term financial plan would be scrapped once the Local Government Reorganisation (LGR) had been officially agreed. It was reported that the Council would continue with its existing plan to ensure financial sustainability while progressing towards LGR, with the aim of leaving the Council in a stronger financial position for the succeeding council or authority.

RESOLVED to:

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

47 SCRUTINY WORK PROGRAMME.

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

Members expressed an interest in inviting the Friends of Gedling Country Park group to the following meeting.

Members also expressed an interest in receiving a report on the consultation regarding Member’s Allowances before the report was submitted to Cabinet.

Members further expressed an interest in having a standard LGR progress report included as a regular item.

RESOLVED to:

Note the report.

48 ANY OTHER ITEM WHICH THE CHAIR CONSIDERS URGENT.

None.

The meeting finished at 8.00 pm

Signed by Chair:
Date:

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Report to Overview and Scrutiny Committee

Subject: Partnership review – Gedling Community Action Network (GCAN)

Date: 27 July 2026

Author: Democratic Services Manager

Purpose

To consider the work of Gedling Community Action Network (GCAN) as part of the programme of reviewing the council's partners.

Recommendation(s)

That the Overview and Scrutiny Committee:

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

1 Background

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

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

2. 2026/27 programme of partnership attendance

Gedling Community Action Network (GCAN) will be attending the committee, providing members with an overview of the work of the organisation.

Ad hoc questions can be asked at the meeting.

3 Financial implications

There are no financial implications arising from this report.

4 Legal implications

There are no legal implications arising from this report.

5 Equalities implications

There are no equalities implications arising from this report

6 Carbon reduction/sustainability implications

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

7 Appendices

None

Report to Overview and Scrutiny Committee

Subject: Programme of portfolio holder attendance

Date: 27 July 2026

Author: Democratic Services Manager

Purpose

To consider the area of responsibility of Councillor John Clarke, Leader of the Council and Portfolio Holder for Community Protection, Communications and Engagement, as part of the programme of holding the executive to account.

Recommendation(s)

That the Overview and Scrutiny Committee:

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

2) Discusses any topics for potential inclusion in the future work programme;

1 Background

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

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

2. 2025/26 programme of portfolio holder attendance

Councillor John Clarke, Leader of the Council and Portfolio Holder for Community Protection, Communications and Engagement will be attending the committee to give members the opportunity to examine his areas of responsibility which includes the below:

Councillor John Clarke MBE – Leader of the Council

- Overall strategy and delivery of agreed Council priorities and objectives.
- Oversight of all Cabinet responsibilities.
- Building and developing relationships with partners at a local, regional, national and international level to pursue matters of interest to the Council and the community.
- Representing the interests of the Council and the wider community on the Economic Prosperity Committee, East Midlands Councils, and other key strategic local, regional and national bodies.
- Oversight of the Council's Partnership and Collaboration Agreements with key partners.
- Building and maintaining positive relationships with and between elected Members and employees.
- Promoting and encouraging effective corporate governance and the highest standards of probity.
- Lead for Local Government Reorganisation and Devolution matters.
- Emergency planning.

Councillor John Clarke MBE – Portfolio Holder for Community Protection, Communications and Engagement

- Communications and Social Media relations.
- Commercialisation, marketing and promotion.
- Community protection, crime reduction and safeguarding.
- Anti-social behaviour.
- Modern slavery and hate crime.
- General licensing.

3 Financial implications

There are no financial implications arising from this report.

4 Legal implications

There are no legal implications arising from this report.

5 Equalities implications

There are no equalities implications arising from this report

6 Carbon reduction/sustainability implications

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

7 Appendices

None.

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PIs quarter 4 and Year-end report 2025/26

PI Status	
	Alert
	Warning
	OK
	Data Only

Customer Engagement

PI Code & Short Name	Ownership Portfolio Owners (as at Quarter 4)	Q4 2025/26			2025/26			Note	Year-end status
		Value	Target	Year to Date	Value	Target	Year to Date		
LI 315 Volume of unique visits to Council website	Leader of the Council	224,000	N/A	523,000	523,000	N/A	**523,000**		
LI052 Percentage of calls to the contact centre answered (or call back made) - 12 month rolling total	Leader of the Council	94.6%	94.%	95.9 %	95.9 %	94 %	**95.9%**		
LI252 Percentage of customers that are satisfied with overall customer service	Leader of the Council	88.9%	94%	86.8 %	86.8 %	94%	**86.8%**	This indicator is based on a relatively small number of satisfaction surveys or feedback received. 108 were positive with	

PI Code & Short Name	Ownership Portfolio Owners (as at Quarter 4)	Q4 2025/26			2025/26			Note	Year-end status
		Value	Target	Year to Date	Value	Target	Year to Date		
								19 giving a lower score due to negative experiences. The issues for lower satisfaction are recorded and used for continuous improvement where applicable.	
LI411 Number of customers attending outreach hubs	Leader of the Council	217	N/A	489	489	N/A	**489**		
LI5002 Percentage of Calls to customer service answered within SLA (40 seconds)	Leader of the Council	61.6%	85%	83.9%	83.9%	85%	**83.9%**	This will continue to flag until Customer Services are mostly automated with waste forms and other various online forms. The restructure for Customer Services was based on predicted demand using various software. We have lost advisors however the demand is manageable, but this means our average wait time has increased. Phone message has been updated to reflect this.	
LI5003 Avoidable contact indicator	Leader of the Council							Data is not available.	

Financial Services

PI Code & Short Name	Ownership Portfolio Owners (as at Quarter 4)	Q4 2025/26			2025/26			Latest Note	Year- and status
		Value	Target	Year to Date	Value	Target	Year to Date		
LI016 Percentage of Council Tax collected	Leader of the Council	97.33%	98.50%	97.33%	97.33%	98.50%	**97.3%**	Collection rate is down 1.17% against a target of 98.50%. It is considered that many households continue to experience financial strain due to: • High housing costs (rent and mortgages remaining elevated) • Increased energy, food, and transport costs • Slower real-terms wage growth for lower- and middle-income households • Wider economic stress increases mental health pressures and debt vulnerability; this often results in longer and lower repayment arrangements or lack of engagement from customers. In relation to Welfare Services, there are:	

PI Code & Short Name	Ownership Portfolio Owners (as at Quarter 4)	Q4 2025/26			2025/26			Latest Note	Year- and status
		Value	Target	Year to Date	Value	Target	Year to Date		
								• Ongoing transitions to Universal Credit causing income gaps or payment delays • Frequent UC recalculations result in re-billing and adjustments of instalments for customers. Evidence gathered from neighbouring local authorities indicates a similar trend.	
LI017 Percentage of Business Rates Collected	Leader of the Council	97.67%	98.80%	97.67%	97.67%	98.80%	**97.67%**	Collection rate is down 1.13% against a target of 98.80%. It is considered that this is caused by the wider economic situation with, for example, inflation increasing sharply in recent months and the ongoing cost of living crisis. Evidence gathered from neighbouring local authorities indicates a similar trend.	
LI018 Percentage of invoices paid within 30 days	Leader of the Council	99.14%	99.00%	99.07%	99.07%	99.00%	**99.07%**		

PI Code & Short Name	Ownership Portfolio Owners (as at Quarter 4)	Q4 2025/26			2025/26			Latest Note	Year- and status
		Value	Target	Year to Date	Value	Target	Year to Date		
LI074 Housing Benefits /Council Tax Reduction Scheme time taken to process new claims	Leader of the Council	25.3 days	15 days	24.9 days	24.9 days	15 days	**24.9 days**	Current resource challenges following the loss of a team leader and one administrative team member are contributing factors. Recent restructure approved and recruitment is beginning imminently to tackle this shortfall.	
LI075 Housing Benefit /Council Tax Reduction Scheme time taken to process changes in circumstances	Leader of the Council	10.7 days	5 days	12.4 days	12.4 days	5 days	**12.4 days**	Current resource challenges following the loss of a team leader and one administrative team member are contributing factors. Recent restructure approved and recruitment is beginning imminently to tackle this shortfall.	

Public Protection

PI Code & Short Name	Ownership Portfolio Owners (as at Quarter 4)	Q4 2025/26			2025/26			Latest Note	Year-end status
		Value	Target	Year to Date	Value	Target	Year to Date		
LI 314 Number of rented households with health and safety hazards that fall below the minimum legal standard that have been remediated following the Council's intervention	Public Protection	32	12	182	182	50	**182**		
LI081 Level of recorded anti-social behaviour across Gedling Borough (per 1000 population)	Public Protection	2.31	N/A	2.82	2.82	N/A	**2.82**		
LI133 Number of fly tipping incidents reported to Gedling Borough Council	Public Protection	250	N/A	1,013	773	N/A	**1,013**		
LI276 Percentage of food premises scoring 4 or 5 in the national food hygiene rating scheme	Public Protection	96%	95%	96%	96%	95%	**96%**		
LI346 Percentage of fly tipping incidents removed within 10 working days	Public Protection	97.12%	98%	96.05%	96.05%	98%	**96.05%**	There has been a slight increase in hazardous waste being present in some of the fly tips. This along with some requiring investigation and some requiring	

PI Code & Short Name	Ownership Portfolio Owners (as at Quarter 4)	Q4 2025/26			2025/26			Latest Note	Year-end status
		Value	Target	Year to Date	Value	Target	Year to Date		
								land ownership needing to be established, has caused a delay to collection in some cases.	
Li419 Number of anti-social incidents reported to Council	Public Protection	34	N/A	211	34	N/A	**139**		

Workforce

PI Code & Short Name	Ownership Portfolio Owners (as at Quarter 4)	Q4 2025/26			2025/26			Latest Note	Year-end status
		Value	Target	Year to Date	Value	Target	Year to Date		
LI006 Working Days Lost Due to Sickness Absence (rolling 12-month total)	Leader of the Council	14.22 days	9.00 days	14.22 days	14.22 days	9.00 days	**14.22 days**	Sickness absence cases have involved complex issues and linked to a variety of reasons where each case is treated on its own merits. Managers have been trained in absence management which also included aspects of good people management which can often help in keeping sickness absence levels to a minimum.	

Gedling Borough Council

Report to Overview and Scrutiny Committee

Subject: Gedling Plan Quarter 4 Performance Report

Date: 27 July 2026

Author: Senior Leadership Team

Wards Affected

Borough wide

Purpose

To inform Members in summary of the position against Performance Indicators and Annual Delivery Plan Actions in Quarter 4 of 2025/26.

Key Decision

This is not a key decision.

Recommendation

THAT:

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

1 Background

1.1 The Council has made a commitment to closely align budget and performance management. This is in line with accepted good practice.

1.2 To deliver this commitment, systems to monitor performance against revenue and capital budgets, improvement activity and performance indicators have all been brought together and are now embedded in the way the Council works.

1.3 In addition, performance reports focus directly on the Council's priorities and offer an "early warning" system of instances where targets may not be secured.

1.4 The assessment criteria used for indicators is based on red, amber and green traffic light symbols. To be assessed as green, performance indicators must be in line with their expected performance at that stage of the year determined within the performance management system.

2 Proposal

2.1 It is proposed that Members note the current Annual Delivery Plan progress and performance information for Quarter 4 and the full year for 2025/26 as set out below –

2.2 **Annual Delivery Plan Actions**

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

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

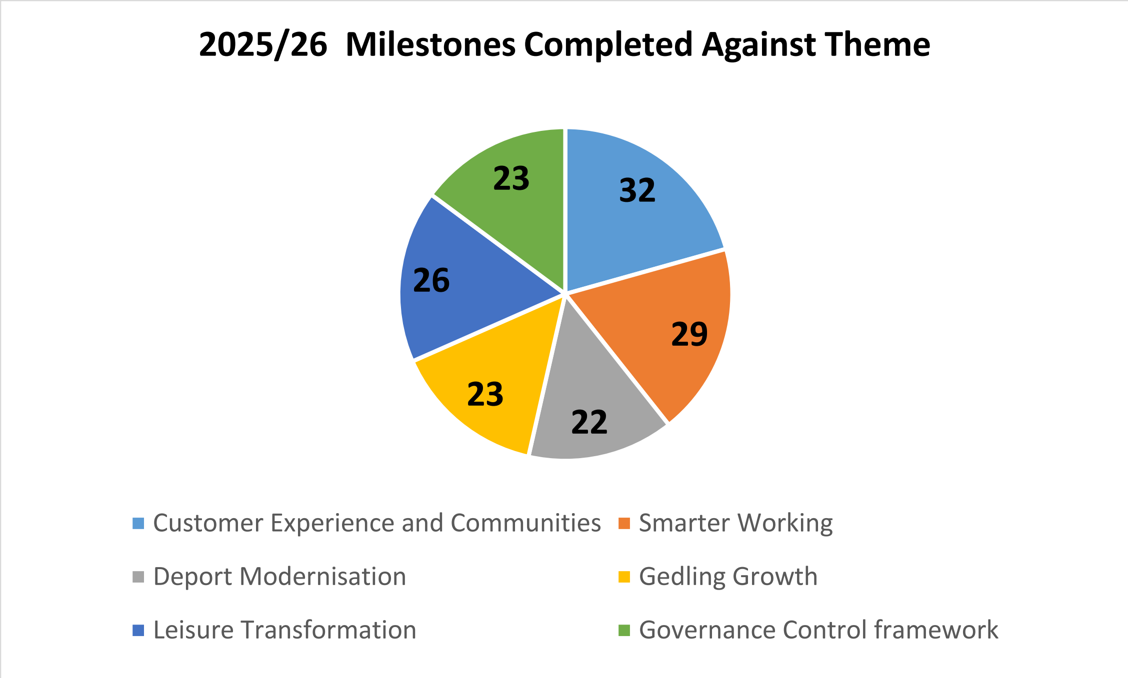
2.3 Milestones have been identified under each action to assist the monitoring of progress against the delivery plan, of which there were a total of 189 covering all themes for 2025/26 originally set. 28 of these have been deferred to 2026/27 as it has become clear that they couldn't have been delivered in 2025/26 and have been picked up in the new annual delivery plan. 6 have been cancelled as they are no longer required for delivery. This means there were a total of 155 milestones that could be expected to be delivered this year.

2.4 For quarter 4 there were originally 88 milestones recorded as planned for delivery during January to March 2026. Of those, 67 have been completed (please see Appendix A for more details of milestones completed for 2025/26),15 were realigned to next year as more information on these projects were made available and dependencies became known and 6 were cancelled as they were no longer required for delivery as mentioned above.

2.5 There has been a total of 155 completed milestones which represents a cumulative completion rate of 82% against the originally planned number from the beginning of 2025/26. 15% have been incorporated into the Annual Delivery Plan for 2026/27 and 3% have been cancelled. The table below shows the number completed in each quarter.

Quarter 1 Completed	Quarter 2 Completed	Quarter 3 Completed	Quarter 4 Completed
30	**33**	**25**	**67**

2.6 The chart below details the number of completed milestones across each of the Annual delivery Plans six themes



2.7 **Achievements**

Focussed on deliverables from the Annual Delivery Plan, key achievements identified for particular attention during quarter 4 include:

- Unique visitors to the Council's new corporate website reached 224,000 in Quarter 4, compared with 90,000 in the same quarter last year. This represents a substantial increase of nearly 150%, demonstrating significantly improved design and engagement with the Council's online services.

- Externally hosted Council websites, such as Gedling Heritage, Gedling Legal, Pride of Gedling and Pet Crematorium are now live on the Councils main website infrastructure

- Gedling Borough Council introduced new financial support to help households living with a terminally ill family member, following Cabinet's approval of a new discretionary council tax reduction scheme.

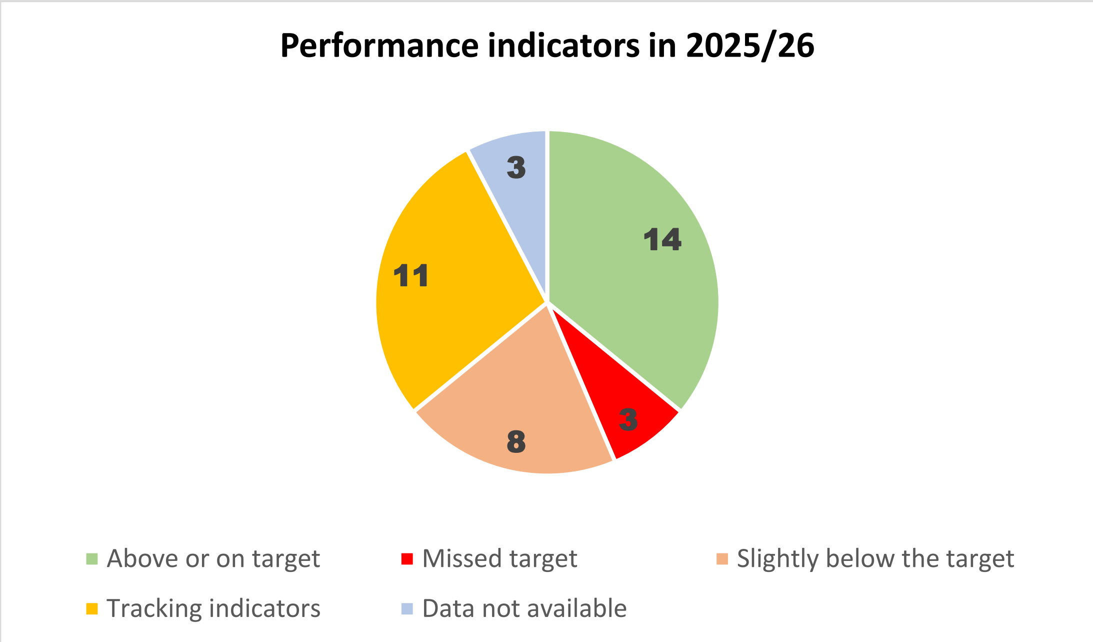
- The new online Garden Waste subscription service utilising the new CRM and Waste Management Systems was successfully launched

- We received positive news from Government confirming that the Greater Carlton Neighbourhood Board's 10-year Regeneration Plan and 4-year Investment Plan had been approved as part of the Pride in Place programme.

2.8 **Performance Indicators**

Year-end Performance Indicators in 2025/26

In addition to the 30 performance indicators which were monitored on a quarterly basis, there were 9 indicators which are reported on an annual basis. The chart below shows the performance position at the end of the year in respect of all 39 indicators. 14 of the indicators either meeting or exceeding their target, 8 were slightly below the target, 3 indicators missed their target, 11 indicators being tracking only indicators and for 3 indicators where data was not available. In 2026/27 for the 3 indicators that had no data, 2 will now have the data available and 1 has been removed.



2.9 Examples of performance indicators that exceeded their annual target in 2025/26:

Performance Indicator	Q4 2025/26		Year-end 2025/26	
	Value	**Target**	**Value**	**Target**
LI 314 Number of rented households with health and safety hazards that fall below the minimum legal standard that have been remediated following the council's intervention	32	12	**182**	**50**

NI157a Percentage of Major planning applications processed within 13 weeks	100%	92%	**100%**	**92%**
NI157c Percentage of other planning applications processed within 8 weeks	94.12%	80.00%	**92.59%**	**80%**
NI155 Number of affordable homes delivered (gross)	15	18	**97**	**95**
LI085 Current number of DNA members	N/A	N/A	**4,846**	**4,500**
LI052 Percentage of calls to the contact centre answered (or call back made) - 12-month rolling total	94.6%	94%	**95.9%**	**94%**
LI363-an Number of school-age work experience placements hosted in Gedling Borough Council	N/A	N/A	**14**	**4**
LI027 Number of visits to leisure centres	364,232	475,200	**1,373,697**	**1,315,000**

2.10 3 indicators missed their target, and 8 indicators are only slightly below their annual target:

Performance Indicator	**Q4 2025/26**		**Year- end 2025/26**	
	Value	**Target**	**Value**	**Target**
Indicators that missed their target				
LI074 Housing Benefits /Council Tax Reduction Scheme time taken to process new claims	**25.3 days**	**15 days**	**24.9 days**	**15 days**

Current resource challenges following the loss of a team leader and one administrative team member are contributing factors. Recent restructure approved and recruitment is beginning imminently to tackle this shortfall.				
LI075 Housing Benefit /Council Tax Reduction Scheme time taken to process changes in circumstances	**10.7 days**	**5 days**	**12.4 days**	**5 days**
Current resource challenges following the loss of a team leader and one administrative team member are contributing factors. Recent restructure approved and recruitment is beginning imminently to tackle this shortfall				
LI006 Working Days Lost Due to Sickness Absence (rolling 12-month total)	**14.2 days**	**9 days**	**14.2 days**	**9 days**
Sickness absence cases have involved complex issues and linked to a variety of reasons where each case is treated on its own merits. Managers have been trained in absence management which also included aspects of good people management which can often help in keeping sickness absence levels to minimum.				
Indicators that were slightly below the target				
LI252 Percentage of customers that are satisfied with overall customer service	**88.9%**	**94%**	**86.8%**	**94%**
This indicator is based on a relatively small number of satisfaction surveys or feedback received. 108 were positive with 19 giving a lower score due to negative experiences. The issues for lower satisfaction are recorded and used for continuous improvement where applicable.				
LI5002 Percentage of Calls to customer service answered within the Service Level Agreement (40 seconds)	**61.6%**	**85%**	**83.9%**	**85%**
This will continue to be a challenge as we transition to more automated processes and online forms as part of the CRM continuous improvement activities. Quarter 4 was particularly challenging with increased demand from annual council tax billing and Garden Waste combined with some sickness absence. The phone message has been updated to reflect the potential for longer waiting times and we continue to work to bring the answer rate back into the Service Level Agreement.				
NI154 Net additional homes provided	**139**	**158**	**575**	**631**
The target has significantly increased and until new sites are allocated as part of Gedling's emerging Local Development Plan, it is unlikely the new target will be met.				

LI379 Average number of Swim School Members (12-month rolling period)	N/A	N/A	**4,051**	**4,200**
There has been very little growth in swim lesson members this year. The department has created a retention officer post which started in April 26 with a view to improving the member journey and interactions across both DNA and swimming lessons. The sites have focussed on the quality of delivery of lessons across the stages and are introducing an aquaphobia course for children lower down the scheme to try and counteract children afraid of water. From a marketing perspective there are daily adverts going out across google and social media in an attempt to try and encourage more take up of the free assessment and swimming joining promotions. There is an action plan for trying to grow swimming lessons which all sites feed into, and this is the focus for delivery in 26/27.				
LI118 Number of long term (over 12 months) empty homes in the Borough returned to use as a result of Gedling Borough Council intervention	**22**	**17**	**67**	**70**
The total target for the year is 70. A total of 67 long term empty homes were returned to use which 95% of the yearly target. The target is set on previous year's performance as an indicator of what the council has achieved previously. This year performance fell behind target in quarter 2 but overachieved in quarter 3 and 4. Performance is variable throughout the year due to a number of social, economic and environmental factors which affect the rate of homes being brought back into use.				
LI346 Percentage of fly tipping incidents removed within 10 working days	**97.12%**	**98%**	**96.05%**	**98%**
There has been a slight increase in hazardous waste being present in some of the fly tips. This along with some requiring investigation and some requiring land ownership needing to be established, has caused a delay to collection in some cases.				
LI016 Percentage of Council Tax collected	97.33%	98.5%	**97.3%**	**98.5%**

	Collection rate is down 1.17% against a target of 98.50%. It is considered that many households continue to experience financial strain due to: • High housing costs (rent and mortgages remaining elevated) • Increased energy, food, and transport costs • Slower real-terms wage growth for lower- and middle-income households • Wider economic stress increases mental health pressures and debt vulnerability; this often results in longer and lower repayment arrangements or lack of engagement from customers. In relation to Welfare Services, there are: • Ongoing transitions to Universal Credit causing income gaps or payment delays • Frequent UC recalculations result in re-billing and adjustments of instalments for customers. Evidence gathered from neighbouring local authorities indicates a similar trend.			
LI017 Percentage of Business Rates Collected	97.6%	98.8%	**97.67%**	**98.8%**
	Collection rate is down 1.13% against a target of 98.80%. It is considered that this is caused by the wider economic situation with, for example, inflation increasing sharply in recent months and the ongoing cost of living crisis. Evidence gathered from neighbouring local authorities indicates a similar trend.			

2.11 **Compliments and Complaints**

The compliments and complaints in 2025/26 show the following:

- In 2025/26 the council received 407 compliments, which is about 43% more compliments received than in the previous year.

- 795 complaints were received in 2025/26, which is 51% higher rate of complaints received than in the previous year.

- 82% of the complaints received in 2025/26 were processed in time, which is 7% more complaints processed in time than in the previous year.
- 292 MP letters were received in 2025/26, which is 40% more MP letters received than in the previous year.
- 48% of all complaints received in 2025/26 were classified as justified.

3 Alternative Options

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

4 Financial Implications

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

5 Legal Implications

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

6 Local Government Reorganisation Implications

6.1 There are no direct LGR implications arising out of this report. However, resources required to deliver LGR leading up to 2028 may have a detrimental impact on service delivery in some areas.

7 Equalities Implications

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

8 Carbon Reduction/Sustainability Implications

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

9 Appendices

9.1 Appendix A – Annual Delivery Plan Completed Milestones

9.2 Appendix B – Year end Performance Indicator Report

10 Background Papers

10.1 None identified.

11 Reasons for Recommendations

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

Statutory Officer approval **Approved by:** **Date:** **On behalf of the Chief Financial Officer** **Approved by:** **Date:** **On behalf of the Monitoring Officer**

Governance Control Framework

Action	Milestones	Status
Have implemented and embedded 'Making meetings matter'.	Draft Gedling Growth and Smarter Working ToRs for each board	Completed
	Stand up remaining boards	Completed
	Implement and embed board level governance	Completed
	Exit Making Meetings Matter and move to BAU	Completed
Have implemented improved risk control, implemented and embedded the Risk Management Strategy and supporting technology / reporting capabilities.	Workshop with Risk Owners to Review Risks for 2025/26	Completed
	Review of existing technology to ensure remains fit for purpose	Completed
	Review and refine Risk reporting Governance channels to SLT	Completed
	Align portfolio risk with corporate risk processes	Completed
Ensure risk is managed effectively within services and via Corporate Risk Group.	Embed new regular risk boards are moved to BAU	Completed
	Deliver training managers on use of Risk system	Completed
Improved reporting up and down, including budgetary grip within services, and risk position / mitigation with oversight at SLT.	Deliver training managers on use of Risk system	Completed
	Train managers in the use of Agresso	Completed
	Implement budget management action log	Completed
	Training on financial regulations to Assistant Directors	Completed
	Training on financial regulations to all other Staff	Completed
Ensured strong SLT oversight and control (start / stop / continue) and gates for projects (frequency of SLT update based on risk).	Develop reporting governance structure to allow flow of information to reach up to SLT and Cabinet using the reporting process from portfolio	Completed
	Create process to allow regular reporting on the health of the portfolio up to SLT via means of a monthly dashboard report to include the reporting on the moving of projects through stage gates	Completed

	Create Priority Matrix Process to access new projects onboarding and provide a mechanism by which projects can be assesses as to whether they should start/stop continue, based upon the available capacity in the relevant business areas	Completed
Implemented portfolio management (standard management of projects, centralised oversight and reporting, capacity and dependency management)	Creation of maturity matrix and clear plan of the progression of the maturity of the portfolio	Completed
	Creation and collation of Transformation Central Portfolio Log (Accurate centralised record of all programmes and projects)	Completed
	Creation and embedding of portfolio reporting processes (To include risks and dependencies) allowing central oversight of the health of the portfolio	Completed
	Implement Project Management System (Jira)	Completed
	Commence the co-creation of the portfolio frameworks tool kit to support programme and project management delivery	Completed
Have fully embedded impact assessments including for Equalities, Data and environmental considerations.	Identify processes or changes that require impact assessments within organisation	Completed
	Define ICT and BTDA Demand Process	Completed
	Design business readiness to incorporate impact assessments	Completed
	Produce a guide for managers highlighting where Impact Assessment are needed	Completed
	Provide training for managers in completing Impact Assessment and using templates	Completed
Have a clear plan for updating the Corporate Plan, aligned to changes to the wider operating context.	Understand impact of LGR on annual planning process	Completed
	Develop timetable and plans as required	Completed

Customer Experience and Communities

Action	Milestones	Status
Implemented a new ID and verification approach	Understand existing verification approach	Completed
	Design standard approach for ID&V for use within customer facing services in GBC	Completed
		Completed
Implemented a new CRM and business processes (phased – Waste, Revs and Bens in tranche 1, with two additional areas to follow). 4 areas in 2025/2026 in total.	Design and Implement Core Foundational Build	Completed
	Complete Proof of Concept Process	Completed
	Complete initial build in Customer Services	Completed
	Complete discovery and design in Revenues and Welfare	Completed
	Complete initial build in Revenues and Welfare	Completed
	Complete discovery and design in Waste	Completed
	Complete initial build in Domestic Waste	Completed
	Phased Go Live in Waste	Completed
Implemented a new council website, a new booking capability and improved web chat capabilities.	Design new website	Completed
	Build and test new website	Completed
	Go Live and embed new website	Completed
	Design initial booking capability	Completed
	Begin phased Go Live of booking capability	Completed
	Define webchat requirement	Completed
	Build and test initial services	Completed
Created an omni channel specification (to replace current telephony – ICT).	Draft specification document	Completed
Designed and be implementing a new internal operating model for customer services.	Develop and gain approval for conceptual target operating model design	Completed
	Align operating model in contact centre to new target operating model (Stage 1 re-design)	Completed

	Implement related technology changes in parallel	Completed
	Implement and embed clear change management and forecasting protocols to better manage demand in contact delivery	Completed
Delivered initial in year planned programme efficiencies.	Delivered planned efficiencies as identified in Customer Experience and Communities benefits management plan for 2025/26	Completed
Created, consulted on and embedded a new Consultation Strategy (supporting engagement in the design of services).	Develop new consultation strategy	Completed
	Carry out consultation on proposed strategy	Completed
	Review consultation responses and make necessary changes as required	Completed
	Implement and embed final agreed strategy	Completed
Created a digital inclusion approach to support customers and employees.	Co design a scope for digital inclusion partnership network	Completed
	Create an action plan to drive delivery	Completed
	Establish links with communities and partnership organisations	Completed
Developed new Internal and External Communications Strategies and outcome-based plans	Baseline current 'as is' communications activity	Completed
	Define 'to be' Strategy aligned to Council outcomes	Completed
	Implement and embed new ways of working for communications	Completed

Smarter Working

Action	Milestones	Status
Migrated our finance system to the Cloud. Be more resilient and ready to exploit improved finance dashboards and self-service.	Migration to cloud complete	Completed
Improved our procurement service – including having a Council wide pipeline and Plan.	Agreeing performance standards with procurement partner	Completed
	Introduce procurement clinics (internal employees)	Completed
	Deliver training in contract management, all officers procuring services, embedding good practice and compliance	Completed

	Update tender template package to include KPI's and performance management targets	Completed
	Develop Social value strategy	Completed
Created and rolled out a new approach to Learning and Development across the organisation, including for employees and members.	Create an organisation wide Training Needs Analysis	Completed
	Create prioritised Training Plan and Apprenticeship Application Process	Completed
Improved performance management, including a new PDR process.	Brief managers and staff in the new process	Completed
Worked with members to determine the ICT and devices they need to operate effectively.	Complete workshops with members to gather feedback and requirements.	Completed
	Finalise devices and specification	Completed
	Device rollout and training	Completed
Developed an Asset Management Plan and Strategy including a full understanding of compliance position, stock condition and cyclical maintenance costs so that we optimise assets including considering options for retention, re-purposing and disposal	Compile Asset Register	Completed
	Create programme of works for future options	Completed
	Develop Asset Management Plan and Strategy	Completed
	Commence actions as specified in the programme of works for 2025/26	Completed
Updated our Business Continuity and Disaster Recovery Plans and tested them.	Define technical resilience plan	Completed
	Define interim BCDR plans based on 'as is' technical provision	Completed
Delivered a successful election in May 2025.	Executed the prepared election project plan and followed statutory timetable	Completed
	Completed the postal vote process to include data management, quality assurance, issue, opening and checking	Completed

	Polling day, verification and counts were completed successfully	Completed

Depot Modernisation

Action	Milestones	Status
Stabilised our waste, streets and parks services, with evidence based zero base budget prepared based on real data for the 2026/27 financial year	Use data analysis from Whitespace to align budget requirement with need (waste)	Completed
	Use data analysis from whitespace to align budget requirement with need (waste)	Completed
Implemented the first phases of a waste management system and integration with CRM, improving end to end processes and creating self-service options for customers	Data load 1 and 2 complete in test system (Domestic)	Completed
	Testing (Domestic)	Completed
	Training (Domestic)	Completed
	Go Live (Domestic)	Completed
	Data load 1 and 2 complete in test system (Commercial)	Completed
	Testing (Commercial)	Completed
	Training (Commercial)	Completed
	Go Live (Commercial)	Completed
Created and implemented a plan to increase revenue from our Trade Waste service.	Implement Simpler Recycling	Completed
	Revise fees and charges	Completed
Implemented necessary changes to the service to align with Simpler Recycling and waste reforms including piloting a food waste trial. (Domestic)	Marketing campaign around amended recycling mix	Completed

Addressed risks at the garage and demolition of the shed.	Shed demolition	Completed
	Address garage risks and mitigate	Completed
Designed a clear plan for the depot, including considering reforms and electrification.	Review findings of grant funded report	Completed
	Outline future depot configuration and secure budget	Completed
Right sized and have fit for purpose fleet.	Review vehicle replacement programme	Completed
	Review vehicle needs across all services	Completed
	Update budget for vehicle replacements	Completed
Right sized staffing to deliver a quality and efficient service.	Review current deployment requirements (Waste)	Completed

Gedling Growth

Action	Milestones	Status
Completed existing projects including the sale of Killisick and completion of Hillcrest business units.	Killisick - Exchange contracts	Completed
	Hillcrest - Completed Build	Completed
	Hillcrest - Marketed industrial units	Completed
	Agreed Lets on industrial units (where applicable)	Completed
Progressed a Local Plan for Gedling, aligned, where appropriate to do so, to the Greater Nottingham Strategic Plan.	Consultation on Regulation 18	Completed
Completed and consulted on a review of the Community Infrastructure Levy	Review of non-strategic (non parish funding) funding decision	Completed

Continued to support the Greater Carlton Town Board, readying for delivery.	Undertake and complete targeted stakeholder engagement to support and prioritise themes and projects as part of the 4-year investment plan	Completed
	Complete the 4-year investment plan ahead of November 2025 deadline	Completed
	Complete the 10-year Regeneration Plan ahead of November 2025	Completed
Completed the final work required for the current stage of planning for Ambition Arnold.	Complete summer Riba 02 consultation	Completed
	Complete Outline Business Case	Completed
	Set actions to seek further investment to deliver scheme	Completed
Aligned funding from the UK Shared Prosperity Fund to achieve impact against the Council's priorities.	Seek internal approvals for 2025/26 proposals	Completed
	Procure Programme Management consultancy to support programme administration	Completed
Created additional opportunities for the use of land for strategic housing.	Carry out review of 'call for' suggested sites	Completed
	Review suitability of recommended sites for allocation in the Local Plan	Completed
Refreshed the Housing Strategy, developed and enacted further plans to improve access to cost effective temporary accommodation (including Burton Road and Station Road).	Develop a Housing Strategy that encompasses all the Councils housing policy and housing related services that are provided directly and indirectly within the Borough.	Completed
	Commence the development the vacant sites at Burton Road and Station Road with the aim of delivering more affordable housing within the Borough	Completed
	An ongoing review of the current temporary accommodation portfolio with the aim of delivering additional units to meet current demand, where needed	Completed

Leisure Transformation

Action	Milestones	Status
Determined the future for all our Leisure Centre sites, through Business Cases Analysis and Feasibility Studies.	Agree a Workforce Strategy for Leisure Transformation	Completed
	Deliver Workforce Development Plan in support of Leisure Transformation	Completed
	Complete Review of the Strategic Outcomes Planning Model	Completed
	Agree Final Leisure Centre Plans as part of Ambition Arnold Masterplan	Completed
	Undertake business case analysis for joint use site operations	Completed
	Develop and agree Outline Business Case and Funding Strategy for the Carlton Leisure and Community Wellbeing Centre	Completed
	Identify operational financial position of the service and agree medium and long-term plan to reduce subsidy.	Completed
Agreed an Outline Business Case, Design and Delivery Plans, and Funding Strategy for a new Carlton Leisure and Community Wellbeing Centre.	Complete Review of the Strategic Outcomes Planning Model	Completed
	Undertake Community and Stakeholder Consultation and Engagement	Completed
	Complete construction partner onboarding process	Completed
	Undertake RIBA Stage 1 Site Surveys	Completed
	Develop and agree RIBA Stage 2 Concept Design Plans	Completed
	Develop and agree Outline Business Case and Funding Strategy	Completed
	Decision to proceed to RIBA Stage 3 and into construction phases	Completed
Completed a feasibility study for a theatre / cinema	Consult on RIBA Stage 2 Plans for a new Arts Venue	Completed
	Agree Final Arts Venue Plans as part of Ambition Arnold Masterplan	Completed
Agreed an Outline Business Case, Design Plan and Funding Strategy for the development of new leisure and cultural facilities for Arnold Town Centre	Consult on RIBA Stage 2 Plans for a new Leisure Centre in Arnold	Completed
	Agree Final Leisure Centre plans as part of Ambition Arnold Masterplan	Completed

Undertaken stakeholder and community engagement regarding the future of our leisure centre service	Agree a Consultation and Engagement Strategy for Leisure Transformation	Completed
	Launch Leisure Transformation microsite	Completed
	Undertake Community and Stakeholder Consultation and Engagement for a new Carlton Leisure and Community Wellbeing Centre	Completed
	Adopt and deliver an ongoing consultation and co-production plan with stakeholders as part of Leisure Transformation Programme implementation	Completed
Reviewed and agreed future operational management options for the delivery of our leisure centres.	Complete an operational management options appraisal of the leisure service.	Completed
	Decision on the future management operating model for the leisure service and theatre.	Completed
Reduced the subsidy of the service by growing participation and membership.	Review and agree marketing and communication plans and resources that support business growth.	Completed
	Supporting residents most at risk of ill health through the establishment of Health Activity Programmes in partnership with the Integrated Care System with the longer term aim of growing membership base.	Completed
	Deliver the operational model for swim school to continue business growth and also focusing on reducing attrition amongst the membership base.	Completed
	Deliver the operational model for health and fitness to continue business growth and also focusing on reducing attrition amongst the membership base.	Completed
Completed the annual review of the Playing Pitch and Outdoor Sport Strategy and determined priority sites for future investment	Review the Football Foundation's proposed Gedling Local Football Facility Plan.	Completed

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PIs quarter 4 and Year-end report 2025/26

Gedling Borough Council

PI Status	
	Alert
	Warning
	OK
	Data Only

Customer Engagement

PI Code & Short Name	Ownership Portfolio Owners (as at Quarter 4)	Q4 2025/26			2025/26			Note	Year-end status
		Value	Target	Year to Date	Value	Target	Year to Date		
LI 315 Volume of unique visits to Council website	Leader of the Council	224,000	N/A	523,000	523,000	N/A	**523,000**		
LI052 Percentage of calls to the contact centre answered (or call back made) - 12 month rolling total	Leader of the Council	94.6%	94.%	95.9 %	95.9 %	94 %	**95.9%**		
LI252 Percentage of customers that are satisfied with overall customer service	Leader of the Council	88.9%	94%	86.8 %	86.8 %	94%	**86.8%**	This indicator is based on a relatively small number of satisfaction surveys or feedback received. 108 were positive with	

PI Code & Short Name	Ownership Portfolio Owners (as at Quarter 4)	Q4 2025/26			2025/26			Note	Year-end status
		Value	Target	Year to Date	Value	Target	Year to Date		
								19 giving a lower score due to negative experiences. The issues for lower satisfaction are recorded and used for continuous improvement where applicable.	
LI411 Number of customers attending outreach hubs	Leader of the Council	217	N/A	489	489	N/A	**489**		
LI5002 Percentage of Calls to customer service answered within SLA (40 seconds)	Leader of the Council	61.6%	85%	83.9 %	83.9 %	85%	**83.9%**	This will continue to flag until Customer Services are mostly automated with waste forms and other various online forms. The restructure for Customer Services was based on predicted demand using various software. We have lost advisors however the demand is manageable, but this means our average wait time has increased. Phone message has been updated to reflect this.	
LI5003 Avoidable contact indicator	Leader of the Council							Data is not available.	

Economic Development

PI Code & Short Name	Ownership Portfolio Owners (as at Quarter 4)	Q4 2025/26			2025/26			Latest Note	Year-end status
		Value	Target	Year to Date	Value	Target	Year to Date		
ECOI3-an Delivery of employability and business based networking events	Sustainable Growth and Economy	N/A			7	7	7		
ECOi8-an Percentage of vacant properties along the high street	Sustainable Growth and Economy	N/A			10%	N/A	10%		

Environment

PI Code & Short Name	Ownership Portfolio Owners (as at Quarter 4)	Q4 2025/26			2025/26			Latest Note	Year-end status
		Value	Target	Year to Date	Value	Target	Year to Date		
LI371-an Number of garden waste customers	Environmental Services (Operations)	N/A			18,353	N/A	**18,353**		
LI5001 Street cleanliness sampling	Environmental Services (Operations							Data is not available.	
LI5005 Percentage of collected bins	Environmental Services (Operations							Data is not available.	
NI191-an Residual household waste per household in Kg	Environmental Services (Operations)	N/A	N/A	551.43kg	551.43kg	580 kg	**551.43kg**		
NI192-en Percentage of household waste sent for reuse, recycling and composting	Environmental Services (Operations)	N/A	N/A	35.98%	35.98%	34 %	**34.29%**		

Financial Services

PI Code & Short Name	Ownership Portfolio Owners (as at Quarter 4)	Q4 2025/26			2025/26			Latest Note	Year- and status
		Value	Target	Year to Date	Value	Target	Year to Date		
LI016 Percentage of Council Tax collected	Leader of the Council	97.33%	98.50%	97.33%	97.33%	98.50%	**97.3%**	Collection rate is down 1.17% against a target of 98.50%. It is considered that many households continue to experience financial strain due to: • High housing costs (rent and mortgages remaining elevated) • Increased energy, food, and transport costs • Slower real-terms wage growth for lower- and middle-income households • Wider economic stress increases mental health pressures and debt vulnerability; this often results in longer and lower repayment arrangements or lack of engagement from customers. In relation to Welfare Services, there are:	

PI Code & Short Name	Ownership Portfolio Owners (as at Quarter 4)	Q4 2025/26			2025/26			Latest Note	Year- and status
		Value	Target	Year to Date	Value	Target	Year to Date		
								• Ongoing transitions to Universal Credit causing income gaps or payment delays • Frequent UC recalculations result in re-billing and adjustments of instalments for customers. Evidence gathered from neighbouring local authorities indicates a similar trend.	
LI017 Percentage of Business Rates Collected	Leader of the Council	97.67%	98.80%	97.67%	97.67%	98.80%	**97.67%**	Collection rate is down 1.13% against a target of 98.80%. It is considered that this is caused by the wider economic situation with, for example, inflation increasing sharply in recent months and the ongoing cost of living crisis. Evidence gathered from neighbouring local authorities indicates a similar trend.	
LI018 Percentage of invoices paid within 30 days	Leader of the Council	99.14%	99.00%	99.07%	99.07%	99.00%	**99.07%**		
LI074 Housing Benefits /Council Tax Reduction	Leader of the Council	25.3 days	15 days	24.9 days	24.9 days	15 days	**24.9 days**	Current resource challenges following the loss of a team leader	

PI Code & Short Name	Ownership Portfolio Owners (as at Quarter 4)	Q4 2025/26			2025/26			Latest Note	Year- and status
		Value	Target	Year to Date	Value	Target	Year to Date		
Scheme time taken to process new claims								and one administrative team member are contributing factors. Recent restructure approved and recruitment is beginning imminently to tackle this shortfall.	
LI075 Housing Benefit Council Tax Reduction Scheme time taken to process changes in circumstances	Leader of the Council	10.7 days	5 days	12.4 days	12.4 days	5 days	**12.4 days**	Current resource challenges following the loss of a team leader and one administrative team member are contributing factors. Recent restructure approved and recruitment is beginning imminently to tackle this shortfall.	

Housing and Resettlement

PI Code & Short Name	Ownership Portfolio Owners (as at Quarter 4)	Q4 2025/26			2025/26			Latest Note	Year- end status
		Value	Target	Year to Date	Value	Target	Year to Date		
LI086 Average length of time spent in temporary accommodation (in weeks)	Sustainable Growth and Economy	27.3 wks	N/A	30.1 wks	30.1 wks	N/A	**30.1 wks**		
Li410 Total number of family households in B&B at the end of the month	Sustainable Growth and Economy	1	N/A	1.3	1.3	N/A	**1.3**		

Leisure

PI Code & Short Name	Ownership Portfolio Owners (as at Quarter 4)	Q4 2025/26			2025/26			Latest Note	Year- end status
		Value	Target	Year to Date	Value	Target	Year to Date		
LI027 Number of visits to leisure centres	Health and Wellbeing Lifestyles	364,232	475,200	1,373,697	1,373,697	1,315,000	**1,373,697**		
LI027f Number of attendances - Bonington Theatre	Health and Wellbeing Lifestyles	12,100	N/A	48,553	48,553	N/A	**48,553**		

PI Code & Short Name	Ownership Portfolio Owners (as at Quarter 4)	Q4 2025/26			2025/26			Latest Note	Year- end status
		Value	Target	Year to Date	Value	Target	Year to Date		
LI085 Current number of DNA members	Health and Wellbeing Lifestyles	N/A	N/A	4,846	4,846	4,500	**4,846**		
LI379 Average number of Swim School Members (12 month rolling period)	Health and Wellbeing Lifestyles	N/A	N/A	4,051	4,051	4,200	**4,051**	There has been very little growth in swim lesson members this year. The department has created a retention officer post which started in April 26 with a viewing to improving the member journey and interactions across both DNA and swimming lessons. The sites have focussed on the quality of delivery of lessons across the stages and are introducing an aquaphobia course for children lower down the scheme to try and counteract children scared of water. From a marketing perspective there are daily advert going out across google and social media in an attempt to try and encourage more take up of the free assessment and swimming joining promotions. There is an action plan for trying to grow swimming lessons which all sites	

PI Code & Short Name	Ownership Portfolio Owners (as at Quarter 4)	Q4 2025/26			2025/26			Latest Note	Year- end status
		Value	Target	Year to Date	Value	Target	Year to Date		
								feed into, and this is the focus for delivery in 26/27	

Planning and Planning Policy

PI Code & Short Name	Ownership Portfolio Owners (as at Quarter 4)	Q4 2025/26			2025/26			Latest Note	Year - end status
		Value	Target	Year to Date	Value	Target	Year to Date		
NI154 Net additional homes provided	Sustainable Growth and Economy	139	158	575	575	631	**575**	The target has significantly increased and until new sites are allocated as part of Gedling's emerging Local Development Plan, it is unlikely the new target will be met.	
NI155 Number of affordable homes delivered (gross)	Sustainable Growth and Economy	15	18	97	97	75	**97**		
NI157a Percentage of Major planning applications processed within 13 weeks	Sustainable Growth and Economy	100.00%	92.00%	100.00%	100.00%	92.00%	**100%**		

PI Code & Short Name	Ownership Portfolio Owners (as at Quarter 4)	Q4 2025/26			2025/26			Latest Note	Year - end status
		Value	Target	Year to Date	Value	Target	Year to Date		
NI157b Percentage of Minor planning applications processed within 8 weeks	Sustainable Growth and Economy	82.35%	86.00%	86.42%	86.42%	86.00%	**86.42%**		
NI157c Percentage of other planning applications processed within 8 weeks	Sustainable Growth and Economy	94.12%	80.00%	92.59%	92.59%	80%	**92.59%**		

Property Services

PI Code & Short Name	Ownership Portfolio Owners (as at Quarter 4)	Q4 2025/26			2025/26			Latest Note	Year- end status
		Value	Target	Year to Date	Value	Target	Year to Date		
Li408-an Void loss due to underoccupancy of Commercial Units	Sustainable Growth and Economy	N/A			95	N/A	**95**		

Public Protection

PI Code & Short Name	Ownership Portfolio Owners (as at Quarter 4)	Q4 2025/26			2025/26			Latest Note	Year-end status
		Value	Target	Year to Date	Value	Target	Year to Date		
LI 314 Number of rented households with health and safety hazards that fall below the minimum legal standard that have been remediated following the council's intervention	Public Protection	32	12	182	182	50	**182**		
LI081 Level of recorded anti-social behaviour across Gedling Borough (per 1000 population)	Public Protection	2.31	N/A	2.82	2.82	N/A	**2.82**		
LI118 Number of long term (over 12 months) empty homes in the Borough returned to use as a result of Gedling Borough Council intervention	Sustainable Growth and Economy	22	17	67	67	70	**67**	The total target for the year is 70. A total of 67 long term empty homes were returned to use which 95% of the yearly target. The target is set on previous year's performance as an indicator of what the council has achieved previously. This year performance fell behind target in quarter 2 but overachieved in quarter 3 and 4. Performance is variable throughout the year due	

PI Code & Short Name	Ownership Portfolio Owners (as at Quarter 4)	Q4 2025/26			2025/26			Latest Note	Year-end status
		Value	Target	Year to Date	Value	Target	Year to Date		
								to a number of social, economic and environmental factors which affect the rate of homes being brought back into use	
LI133 Number of fly tipping incidents reported to Gedling Borough Council	Public Protection	250	N/A	1,013	773	N/A	**1,013**		
LI276 Percentage of food premises scoring 4 or 5 in the national food hygiene rating scheme	Public Protection	96%	95%	96%	96%	95%	**96%**		
LI346 Percentage of fly tipping incidents removed within 10 working days	Public Protection	97.12%	98%	96.05%	96.05%	98%	**96.05%**	There has been a slight increase in hazardous waste being present in some of the fly tips. This along with some requiring investigation and some requiring land ownership needing to be established, has caused a delay to collection in some cases.	
Li419 Number of anti-social incidents reported to Council	Public Protection	34	N/A	211	34	N/A	**139**		

Workforce

PI Code & Short Name	Ownership Portfolio Owners (as at Quarter 4)	Q4 2025/26			2025/26			Latest Note	Year-end status
		Value	Target	Year to Date	Value	Target	Year to Date		
LI006 Working Days Lost Due to Sickness Absence (rolling 12-month total)	Leader of the Council	14.22 days	9.00 days	14.22 days	14.22 days	9.00 days	**14.22 days**	Sickness absence cases have involved complex issues and linked to a variety of reasons where each case is treated on its own merits. Managers have been trained in absence management which also included aspects of good people management which can often help in keeping sickness absence levels to a minimum.	
LI363-an Number of school-age work experience placements hosted in Gedling Borough Council	Life Chances and Vulnerability	N/A			14	4	**14**		

Report to Overview and Scrutiny Committee

Subject: Corporate Risk Management Review Quarter 4 2025/26

Date: 27 July 2026

Author: Chief Finance and Section 151 Officer

1. Purpose of the Report

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

Recommendations:

That Members:

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

2. Background

The current Risk Management Strategy & Framework was approved and adopted by Cabinet on 28 March 2024 and updated in December 2025. The Council's risk profile is tracked through the Council's risk management system, Ideagen.

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

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

The risk framework sets out the context on how risks are to be managed. It defines the key role for the Audit Committee as providing independent assurance to the Council with regard to the effectiveness of the risk management framework and the associated control environment. This includes the monitoring of the framework and ensuring the implementation of all audit actions.

3. Corporate Risk Register

The Corporate Risk Register is a key enabler of the Strategy and Framework and provides assurance on the key risks identified as corporate risks. All risks are now monitored through the Council's Corporate Risk Board which meets every other month. In 2026/27 the Corporate Risk Board has been merged with the Budget and Performance Board and will now meet monthly. Any significant risk changes raised through the board and flagged in departmental registers are then highlighted to Senior Leadership Team to determine any mitigatory actions.

There has been a lot of work on actions and movements in Departmental Risks (which are being monitored by departments) over quarter 4 which demonstrates positive engagement from risk owners. The overall Corporate Risks show two risks increasing, and eleven staying the same in Q4.

There has been a slight increase to Risk 5 – Contractual Partnerships. This follows an increased risk in relation to the capacity of the Council's procurement function. The risk level has increased from 6-9 so remains amber, however a review of the procurement service needs to be undertaken early in 2026/27 to ensure adequate capacity moving forward. The risk has arisen due to potential impacts on the shared service provider as a result of Local Government Reorganisation.

There has also been a slight increase in Risk 3 – Health and Safety from 6-9. This risk remains amber however it has increased due to departmental risks rising to red in respect of health and safety. This reflects a reduction in the reporting of near misses and a lack of engagement with certain departments on following through reports of incidents through to investigation. This does not enable effective mitigation of risks. In addition, there is reported poor engagement in relation to occupational health from Environmental Services which poses a risk to staff safety and wellbeing. Training to staff on effective reporting and investigation of incidents and better engagement with occupational health is required.

All other corporate risks have remained the same in quarter 4 after several reductions in risk reported in quarter 3. Whilst a number of actions have been completed further mitigatory actions on risks have been delayed due to capacity and need completion to reduce risk levels more widely.

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

The Corporate Risk Register and supporting comments as at the end of Marcg 2026 are appended to this report, and this includes a summary of all control gaps identified on the Council's Corporate Risk Register and any actions added to reduce the risk level further.

4. Financial Implications

None arising directly from this report.

5. Legal Implications

None arising directly from this report, the report is to provide reporting, in line with the Council's Risk Management Framework which is a requirement of the Accounts and Audit Regulations 2015.

6. Equalities Implications

None arising directly from this report, although EIA of all risks should be considered as part of any actions identified and controls in place.

7. Carbon Reduction/Environmental Sustainability Implications

None arising directly from this report, although Carbon Management forms part of the Environment category on the Corporate Risk Register.

8. Appendices

Appendix 1 - Corporate Risk Register Monitoring – Quarter 4, period ending 31 March 2026

Appendix 2 - Risk Management Scoring Matrix

Appendix 3 – Risk Definitions

Statutory Officer Approval	
Approved by:	**Chief Financial Officer**
Date:	
Approved by:	**Monitoring Officer**
Date	

APPENDIX 2 - RISK MANAGEMENT SCORING MATRIX AND RISK APPETITE

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

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

APPENDIX 3 – RISK DEFINITIONS

LIKELIHOOD

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

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Corporate Risk Register Q4 2025/26

Gedling Borough Council

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q4 Review
CR001	Finance	12	4	6		Tina Adams	This refers to the ability of the Council to meet its financial commitments and/or the scale and pace of budget cuts. This relates to income and expenditure and includes internal budgetary pressures, savings/growth considerations, external economic changes etc.	Set budget for 2026/27 and the next medium- term plan (FEB 26) Completed. Agree a set of new efficiencies for delivery (Feb 26. Completed Progress individual service budget reviews and zero based budgeting, Waste competed PASC to be carried out in 2025-26. Work ongoing into 2026/27 Further work on Trade waste to understand total cost of service delivery In progress. Ongoing work into 2026/27. Mid Year Review if MTFP (Oct 26) Completed. Upgrade Core Financial	Some overspends relating to staffing issues and related service issues have resulted in significant overspends. Whilst these have been offset by savings generated in other areas the risk of continuing overspends remains significant until service and staffing issues can be resolved. Budget management work within the environment department continues with some dedicated finance resource put in place to enable the detailed analytical work to be undertaken. Due to the ongoing service issues that are directly impacting on budget, this

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Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q4 Review
								System and Migrate to Cloud Phase 1 (Completed) Transfer Various Functions from Citrix based to web based system (Phase 2 Completed)	work is not expected be concluded quickly and will be ongoing for several months at least. The 26/27 budget was approved at Full Council in March and is balanced. New efficiencies were identified and approved, however but has become apparent that due to some transformation work now not being undertaken in light of LGR the longer erm efficiencies will not be realised and will need to come out of the MTFP or be replaced by new efficiencies. Overall the risk remains the same as reported in Quarter 3.
CR002	Capacity Service Delivery	9	4	9		Tina Adams; Mike Hill; Francesca Whyley	This is about ensuring that sufficient capacity is available to deliver services which meet statutory obligations,	Roll out training and awareness of changes to absence management policy with managers (MAY	Absence Management training has been organised to be delivered in May. An assessment of internal

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q4 Review
							Council objectives etc and public expectation.	26) Further assess capacity requirement for LGR and resources needed (JULY 2026) Complete Succession Planning process mapping (DEC 26) Managers survey results to be assessed (JULY 2026) Introduction of Mental health first aiders to support staff (SEPT 2026)	resource needed for LGR at this stage has been undertaken with a project support officer now working on the "no regrets" data gathering work and supporting workstreams. Now holding regular briefings with staff on LGR and internal governance process established to ensure effective communication. Capacity continues to be something to watch but no rise in risk levels in Q4, notice from some staff in finance and Property services is likely to impact next reporting period.
CR003	Health & Safety At Work	12	3	9		Francesca Whyley	This refers to Occupational Health & Safety.	Actions for quarter 3 include: • Continuation of the rollout of Reactec for arm and hand vibration monitoring with	Slight increase in risk level in Q4 following departmental risk rising to red. Likelihood of injury has increased as failure to engage

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q4 Review
Page 74								particular emphasis on cemeteries staff. (Jun 26) • Deal with identified gaps in health and safety training and inductions in Environmental services including emphasis on reporting near misses and providing information for incident reports– Matrix now completed but training to be delivered. (Jun 26) • Finalise risk assessments in parks. (JUL 26) • More regular fire drills to improve response (JUL 26)	effectively in the reporting of near misses and accidents or failure to follow through on reporting of incidents so appropriate mitigations can be put in place. Also improved engagement with occupational health required. Actions in relation to training and risk assessments in Waste and Parks have fallen slightly behind. Additional resource has been provided to assist in update of risk assessments with support from Health and safety team.
CR004	Environmental	12	4	9		Francesca Whyley	This refers to the environmental impact on the public – it could be related to virus type illnesses or	Emergency Plan review completion and sign off (JUN 26) Review carbon management plan	Significant work undertaken in Q4 including testing emergency planning exercise for a cyber

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q4 Review
							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.	(MAY 26)	incident. Business Continuity Plans completed and new emergency on call rota established. The threat level has raised nationally to critical so no reduction in local risk level this quarter.
CR005	Contractual Partnerships	12	4	9		Francesca Whyley	This refers to both the risks regarding partnership / contractual activities and the risks associated with the partnership / contract delivering services to the agreed cost and specification.	Agree KPI's for inclusion in Orbis contract (MAR 26) Complete Social Value Policy (JAN 26) Deliver Contract Management Training (JUL 26) Review procurement arrangements with SSP (JUN 26)	Social Value Policy has been approved by Cabinet and ongoing monitoring of outputs will be required. Potential impact on capacity in the procurement team due to LGR impacts on SSP provider, need to review provision early 2026/27 to ensure adequate capacity in procurement function. Capacity has delayed roll out of procurement training in Q4. Risk level increase slightly 6-9 as more

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q4 Review
									probable that capacity for procurement will be impacted due to LGR process impacting SSP.
CR006	Reputation	12	4	4		Mike Hill; Francesca Whyley	This relates to public perception / expectation and the impact of media attention.	Ensure communications plans in place for key projects (Leisure Transformation/LGR) (Mar 26) Roll out external news updates (Q4) Effective communications plan for Garden waste Scheme Launch (Feb 26)	Risk level reduce last quarter but remains the same for Q4. Comms plans completed for Leisure, effective working with central comms cell for LGR and increased communication with staff through briefings. Positive engagement with garden waste campaign completed in Q4. External news updates rolled out. Capacity following structural changes in comms need to be kept under review
CR007	Infrastructure Assets	16	4	9		Mike Hill; Francesca Whyley	This looks at the loss, protection and damage of physical assets and takes into account the need to maintain, protect, insure and plan	Asset management strategy sign off (JUN 26) Review outcome of temporary accommodation for	Risk level remains unchanged as mitigatory actions not yet completed. Capacity issues in property services have delayed

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q4 Review
							for unexpected loss.	suitability and establish maintenance programme.(JUN 26) Maintenance and compliance schedules to be combined across Leisure, properties and Housing. (JUN 26) Complete demolition contract for Front Street (April 26)	approval of Asset Management Strategy and Plan but due for approval early 2026/27. Demolition of Front Street properties is essential procurement complete but contracts need signing off. Ongoing issues with leisure assets resulting in brief closures for pool maintenance at Calverton and Arnold. Delay in receiving condition surveys for assets and TA has also delayed production of Asset management plan for those sites, expected now early 2026/27 which may impact risk.
CR008	Legislative	12	4	6		Francesca Whyley	This refers to changes to and breaches of current law leading to additional workloads, fines, intervention by regulatory bodies etc.	Project Plan to be developed for future waste changes for simpler recycling March 2026 and Food Waste October 2027 (Jul 26)	EHCR guidance expected in May in relation to changing and toilet facilities. Continue to review provision and establish costings. Expecting preparation

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q4 Review
								Prepare project plan for roll out of Martyn's Law (JUN 26) Review costings for changes to facilities once guidance published (JUL 26) Preparation for planning changes (AUTUMN 2026)	plan for food waste trial to Cabinet in July 2026. Martyn's Law preparation needs reviewing early 26/27. Renter's Rights Act changes continuing
CR009	ICT Technology	12	4	6		Francesca Whyley	This relates not only to the impact of Internal technology failure but also changing technological demands and the ability to meet the pace and scale of change.	Start Review ICT policies (JUN 26)	Recruitment is now complete and all should be in post early 2026/27. Risk level remains the same, lots of positive work in Q4 to improve intranet security and bring externally hosted websites in line with corporate website to improve security. Other work undertaken to

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q4 Review
									improve ICT security.
CR010	Projects	12	4	4		Tina Adams; Mike Avery; Francesca Whyley	This relates to the effective management of projects to achieve delivery that is on time, to budget and that meet the needs of the organisation.	Est Complete RIBA 3 and 4 for Carlton Active (NOV 26) Decommissioning of Richard Herrod Centre(MAY 26) Complete contract for demolition of Front Street (JUN 26)	No change in risk level. Progression with Carlton Active Project with approval to RIBA 3 and 4. Ambition Arnold project needs progression through demolition of Front Street need to review risk level next reporting period. Performance at year end is good with all projects on track. Need to review this risk category for 2026/27 Annual Delivery Plan approved for 2026/27 with new milestones Performance Boards reviewed to align with new Gedling Legacy plan priorities
CR011	Fraud Bribery Misconduct	12	4	6		Tina Adams	Relates to improper actions committed against the Council either internally or by third parties. Including	Renew Anti-Fraud Strategy - Draft Completed in discussion with Internal Audit	Anti Fraud and Corruption Strategy completed and aligned to new guidance, will be going to Audit Committee

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q4 Review
Page 80							frauds, bribery, money laundering and misconduct e.g., theft, falsification of timesheets.	(Scheduled for Audit Committee in June 26) Revised Departmental Fraud Risk Assessments- (Oct 2025- Match 26) Ongoing Actions for Quarter 4 • Chase up user who are overdue on renewing fraud awareness training – (SEPT 25) complete • Consider alternate training methods' for front line staff – This is proving challenging due to resources and logistics of in person training. Alternate methods of training are being explored, however cost is a limiting factor. Proposals will come forward in 2026/27. • New Training System and Policy being Drafted to include	in June 26. Staff with access to a computer has much improved in the last quarter of 2025/26, due to direct contact with staff who were overdue. Results are being compiled. Training for staff without a computer still poses a challenge due to resources, alternate options are being explored with costings. Options will be considered in early 2026/27. The Agresso system risk is currently being considered by SLT who have determined that some risk will need to be accepted due to some option being undeliverable within a reasonable cost. Mitigations are being considered in terms of which audit logs are available and how they

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q4 Review
Page 81								monitoring of Mandatory Training (JAN 26) completed • Consider internal audits recommendations on Agresso user access – SLT have agree an option but need some further work on audit logs available within the system. Will take to Audit Committee in 2026/27 once fully agreed, • Complete update on Anti Fraud Strategy and ensure alignment with Gedling priorities Will be going to Audit Committee in June 26. • Implement other internal audits recommendations on the anti fraud strategy (Mar 26) in progress some still outstanding updated being made to Internal Audit.	can be used to reduce risks. All Agresso user access is now sitting with ICR which has reduced fraud risk significantly. The risk remains the same as quarter 3..

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q4 Review
								• Ensure new requirements of the Economic crime and corporate transparency act are embedded into the anti fraud strategy At Audit Committee in June 26. • Publicise Fraud Communication on Staff Intranet – every 3 months (Complete) • Review, revise and publicise Fraud Response Plan – Completed Will be at Audit Committee in June 26. • In Person training to be undertaken for staff who don't have access to a computer – Logistics and alternate options being considered, (September 26) • Forensic review of other ICT systems including Civica – (In	

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q4 Review
								progress – March 2026) – Delayed due to supplier issues will reconvene in 2026-27. User Access review and centralisation (July 2025) – Completed for Agresso	
CR012	Service Standards Performance Management	9	4	4		Francesca Whyley	This relates to the setting of acceptable standards and levels of output for a service area and the processes put in place to ensure these are delivered and managed appropriately	Ensure ADP cascaded through 1:1s (MAY 26) Update milestones for 2026/27 on Jura (JUN26)	ADP completed for 2026/27. Performance in Q4 positive with majority of milestones completed. Need to cascade actions for 2026/27 through one to ones
CR013	Information Data	12	4	9		Francesca Whyley	Security - this relates to physical and IT security on site and in-transit or inappropriate disclosure of information.	Review Register of Processing Activity in line with audit recommendations (SEP 26) Training on new IDV policy (JUL 26) Review Retention policies (Jul 26)	Risk level remains the same, RoPA review almost completed but review still required of Retention and Disposal policy which has been delayed due to capacity in Legal Services. Audit of FOIs completed

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk Score	Trend Icon	Assigned To	Description	Further Action	Q4 Review
								Changes to complaints/FOIs etc system (JUL 26) Review DPIA processes and raise awareness (FEB 26)	with positive outcome. Data Security now a sub-group of LGR Governance workstream.

Gedling Borough Council

Report to Cabinet

Subject: Fly Tipping, Litter and Waste Management Working Group recommendations

Date: 3 September 2026

Author: Democratic Services Manager

Wards Affected

All

Purpose

To present the report and recommendations of the working group that considered the issues surrounding Fly Tipping, Litter and Waste Management across the borough.

Key Decision

This is not a key decision

Recommendation(s)

To:

1) **Consider the report and recommendations of the working group making comments where appropriate; and**

2) **Provide a written response to the Overview and Scrutiny Committee within 28 days of receipt of the report**

1 Background

Members are reminded that part of the remit of Scrutiny is to deal with wider service or policy issues through the establishment of working groups, which take an in depth view of Council policies and plans as directed by the Overview Scrutiny Committee, and make recommendations to Cabinet accordingly. In accordance with the Scrutiny Improvement Plan 2010, a review is commissioned when:

- There is added value that this work will bring to the core priorities of the Council

- It is likely to make a difference if a working group undertake this work
- It is likely to lead to improved performance
- It is likely that the working group's recommendations will improve the lives of the residents of Gedling Borough
- It will increase Member awareness of important issues.

2 Proposal

2.1 Members of the Cabinet are asked to consider the report, attached at Appendix 1, and make any comments where appropriate.

2.2 After the meeting, the relevant Portfolio Holder will be asked to provide a written response to the recommendations within 28 days. The response will be reported to a future Overview and Scrutiny Committee meeting.

3 Alternative Options

Under Executive governance arrangements the Cabinet is required to consider reports from the Scrutiny Committee so there are no alternative options.

4 Financial Implications

No direct financial implications have been identified in the report

5 Legal Implications

No direct legal implications have been identified in the report.

6 Equalities Implications

No specific equalities implications have been identified in the report, although in the case of this particular of scrutiny review the recommendations may contribute towards addressing inequalities.

7 Carbon Reduction/Environmental Sustainability Implications

No direct Carbon Reduction/Environmental Sustainability Implications have been identified in the report.

8 Appendices

Appendix 1 - Final report and recommendations of the Fly Tipping, Litter and Waste Management working group

9 Background Papers

None identified

10 Reasons for Recommendations

To comply with Executive governance arrangements and fulfil the role of the Overview and Scrutiny Committee.

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Gedling Borough Council

Report to: **Overview and Scrutiny Committee**

Subject: **Final report and recommendations of the Fly Tipping, Litter and Waste Management working group**

Date: **27 July 2026**

Author: **Democratic Services Manager**

Working group members: Councillors C Pope, Adams, P Allan, R Allan, Bestwick, Brocklebank, Creamer, Dunkin, Rachael Ellis, Ellwood, Hunt, Maltby, G Pope, S Smith and Strong.

Purpose of the report

To present the final report and recommendations of the Fly Tipping, Litter and Waste Management working group.

Background

The Overview and Scrutiny Committee agreed to establish a working group on 29 September 2025 to undertake a detailed review of fly tipping, litter management, and waste management across the Borough.

The review formed part of the Committee's work programme for 2025/26, with the intention of examining current service delivery, identifying challenges, and making recommendations to improve outcomes for residents.

Members agreed that the working group should focus on the following areas:

- Fly tipping, litter collection, waste management and enforcement
- Waste collection services and operational performance – including implementation of the Whitespace system
- Public engagement and behavioural issues
- Partnership working with other organisations

Information

The working group met on five occasions during the review and gathered evidence from a range of internal and external stakeholders, in accordance with the agreed scope of the review, which was considered at the group's first meeting and is attached as Appendix 1 to this report.

All meetings were held on a hybrid basis, with Members and guests able to attend either in person at the Chappell Room or remotely via Microsoft Teams. Members noted that this approach provided greater flexibility and accessibility, helping maximise attendance and participation throughout the review. The meetings were also recorded for minuting purposes, which improved the accuracy of the minutes produced and provided a robust evidence base to support the working group's findings and final recommendations.

The review focused on developing a detailed understanding of current waste, litter and fly-tipping services, including operational performance, enforcement activity, partnership working, resident behaviour, future legislative changes and opportunities for service improvement.

The working group received evidence and presentations from the following stakeholders:

- Andrew Burgin – Parks Operations Manager, Gedling Borough Council
- Antony Greener – Head of Waste Management, Notts County Council
- William Langston – Principal Environmental Health Officer
- Lucy Lee – Regional Manager, WISE
- Kevin Nealon – Community Protection Manager, Gedling Borough Council
- Councillor Paling – Portfolio Holder for Environmental Services (Operations)
- Julie Snowdon – Assistant Director, Environmental Services (Operations)
- Esther Storer – Waste and Street Care Operations Manager
- Sarah Troman – Director of Operations

In addition, Members undertook a visit to the Materials Recycling Facility (MRF) in Mansfield to gain a greater understanding of the recycling process, the challenges associated with contamination, and the end destination of materials collected through the Borough's recycling service.

<u>Gedling Borough Council Officers – Waste Services and Operations</u>

At its second meeting, the working group received an update from officers on the ongoing transformation of Environmental Services, including the depot modernisation programme, staffing restructures, and the implementation of the Whitespace system. Members heard how the new system was providing improved operational data, route management and service monitoring capabilities, and discussed the opportunities this presented for improving customer service, route optimisation, and future decision-making.

Members also considered the impact of forthcoming national waste reforms, including the Government's Simpler Recycling programme and the future introduction of domestic food waste collections. Officers outlined preparations for the planned food waste pilot, changes to recyclable materials and the collaborative work taking place with other Nottinghamshire authorities through the Joint Waste Management Board. Members highlighted the importance of clear public communications to ensure residents understood upcoming service changes and recycling requirements.

The meeting also explored wider service issues, including litter and dog bin provision, street cleansing operations, staffing structures, health and safety arrangements, support for community litter-picking groups, and future budget and resource planning. Members expressed an interest in understanding how emerging data could be used to improve service efficiency and agreed that future meetings should focus on fly tipping, enforcement activity, and street cleansing performance.

<u>Lucy Lee – Regional Manager, WISE and William Langston – Principal Environmental Health Officer</u>

At the third meeting, Members held a discussion with Lucy Lee, Regional Manager at WISE, together with the Council's Principal Environmental Health Officer, regarding the operation of the Council's environmental enforcement service. Members were provided with an overview of the WISE contract, including how reports of fly tipping and littering are received, investigated and progressed through to enforcement action where appropriate. It was explained that WISE patrols all wards across the Borough, aims to visit each ward at least once per month, responds to reported incidents and uses intelligence gathered from residents, councillors and officers to identify emerging hotspot areas. Members also heard that WISE sought to attend reported fly tips within 24 hours where possible and had attended more than 200 reported fly tips since the beginning of March 2026.

Through questions from Members, a range of enforcement issues were explored, including the investigation of fly tipping incidents, the challenges of securing evidence, enforcement activity on private land and litter associated with commercial premises. Members also discussed the use of CCTV and covert cameras, noting that whilst equipment remained available, resource and evidential limitations restricted their use. Officers explained how the Council and WISE worked in partnership, with WISE responsible for investigations and evidence gathering, whilst the Council remained responsible for the removal of fly tipped waste and oversight of the contract. Members also heard that fly tipping reports, investigations and clearance requests were monitored through a shared system to improve coordination between services.

The working group also considered opportunities to improve public awareness of enforcement activity and environmental crime. Members highlighted the need for clearer information on fly tipping definitions (especially on private land), reporting processes, bulky waste collections and enforcement outcomes. Members also discussed litter and waste issues associated with commercial premises, particularly fast food outlets and food retailers, and considered the importance of ensuring businesses understand and comply with their waste duty of care responsibilities. Officers outlined the enforcement powers available where businesses failed to demonstrate appropriate waste disposal arrangements and noted the challenges associated with tackling litter generated by customers once it had left a premises. Officers advised that improvements to reporting systems and resident feedback mechanisms were being explored, including the potential for enhanced online reporting and progress updates for residents.

Sarah Troman – Director of Operations and Andrew Burgin – Parks Operations Manager

Members also received updates from the Director of Operations and Parks Operations Manager on wider litter management, street cleansing and community engagement matters. Discussion focused on litter and dog waste management across the Borough, including the future provision and maintenance of litter and dog waste bins. Officers explained that future service planning would increasingly be informed by operational data, allowing the Council to better assess demand, usage patterns and the most effective locations for bins and cleansing activities.

The working group considered the ongoing review of dog waste bin provision and heard that the Council intended to move towards greater use of standard litter bins for the disposal of dog waste where appropriate. Members discussed concerns relating to accessibility, bin locations and public expectations, whilst officers highlighted the importance of using evidence and usage data to inform future decisions. The group also discussed broader street cleansing issues and the need to ensure resources were targeted effectively to areas of greatest demand.

Members were also updated on work taking place with local volunteer litter-picking groups. Officers outlined plans to improve engagement with volunteers through better record keeping, communication and the development of health and safety guidance, particularly regarding the handling of hazardous items. Members welcomed this work and discussed opportunities to better support and recognise the contribution made by volunteer litter pickers across the Borough.

Antony Greener – Head of Waste Management, Nottinghamshire County Council

At the fourth meeting, Members received a presentation from Antony Greener, Head of Waste Management at Nottinghamshire County Council, on the County Council's role as the Waste Disposal Authority and its relationship with district and borough councils as Waste Collection Authorities. Members were provided with an overview of the respective responsibilities of each authority, including the operation of Household Waste Recycling Centres (HWRCs), waste disposal contracts, recycling infrastructure, and the treatment of residual waste. Members also discussed resident experiences at HWRCs, particularly around waste segregation requirements, and noted the importance of effective partnership working between collection and disposal authorities. Members heard that the County Council spends approximately £50 million per year on waste management services and is responsible for the disposal of waste collected by Nottinghamshire's district and borough councils.

Members explored a range of waste management issues, including the operation of the Eastcroft Energy from Waste facility, which processes approximately 180,000 tonnes of residual waste each year and generates both heat and electricity. The working group also discussed recycling contamination, changing waste streams and the challenges associated with processing certain materials such as black plastics and Tetra Pak cartons. Members noted that contamination rates had reduced from approximately 17% to 13% following recent changes to the range of materials accepted for recycling. The meeting also considered the waste hierarchy, the financial implications of waste disposal, the future of major waste contracts and the importance of balancing whole-system costs across waste collection and disposal functions. Members noted that Nottinghamshire compared favourably with other authorities in the region in terms of disposal costs and recycling performance.

The meeting also examined a number of forthcoming national policy changes, including the introduction of flexible plastic collections, domestic food waste collections, Extended Producer Responsibility, the Deposit Return Scheme, and the future Emissions Trading Scheme. Members discussed the potential operational and financial implications of these changes, together with the possible impact of Local Government Reorganisation on future waste management arrangements across Nottinghamshire. Officers also provided updates on Gedling's planned food waste trial in Netherfield and part of Burton Joyce, together with the future review of waste contracts and infrastructure requirements.

Kevin Nealon – Community Protection Manager

Following the County Council presentation, Members received an update from the Community Protection Manager on the performance of the WISE enforcement contract and the Council's wider approach to environmental enforcement. Members reviewed enforcement data from the first six months of the contract and noted that more than 1,100 Fixed Penalty Notices had been issued since the contract commenced in November 2025. Members also heard that approximately 727 notices had been paid, generating enforcement income of more than £77,000, with around 71% of issued notices paid. It was noted that cigarette butt littering and general littering accounted for the largest proportion of offences, whilst fly tipping, business waste offences and vehicle-related littering represented a smaller but significant element of enforcement activity.

Members discussed a range of enforcement matters, including hotspot identification, ward coverage, repeat offenders and the use of enforcement resources across different parts of the Borough. Concerns were raised regarding apparent differences in enforcement activity between wards and whether opportunities existed to improve coverage in lower-footfall areas. Officers explained that enforcement deployment was influenced by intelligence, reported incidents and footfall levels, whilst also noting the positive outcomes already being achieved through the contract. Members also discussed wider enforcement powers, including the potential use of vehicle seizure powers in the most serious fly tipping cases.

The working group also considered wider issues relating to fly tipping and community engagement. Members discussed bulky waste collections, fly tipping on private land, hazardous waste incidents such as asbestos, online reporting mechanisms and the sharing of intelligence between operational and enforcement teams. Officers advised that improvements had recently been made to the online reporting system, including the ability for residents to upload photographs, and highlighted aspirations to work more closely with schools, community litter-picking groups, and targeted education initiatives. Members also heard about work underway to improve intelligence sharing between operational and enforcement teams in relation to hotspot monitoring and repeat incidents.

<u>Recommendation Development and Final Review</u>

At the fifth and final meeting, Members received an update on recent waste service performance, including ongoing work to address missed bin collections. Officers advised that a range of factors had contributed to recent service challenges, including staffing pressures, increased waste volumes, agency staffing reliability and operational inefficiencies. Members heard that a 90-day improvement plan had been introduced to strengthen operational performance, improve accountability and support more proactive service planning. Officers also advised that early indications suggested performance was beginning to improve, although further work remained necessary.

Members reflected on the recent visit to the Mansfield Materials Recycling Facility and noted that it had provided a valuable insight into the recycling process, contamination issues and the practical realities of material sorting and processing. Members were advised that Gedling Borough Council compared favourably with a number of other authorities in relation to contamination levels and recycling performance. The visit was considered beneficial in helping Members better understand the challenges facing both collection and disposal authorities and informing the development of the working group's recommendations.

The primary purpose of the meeting was to review and refine the draft recommendations arising from the evidence gathered throughout the review. Members considered each recommendation in turn and agreed a number of amendments relating to communications, hazardous waste, enforcement activity, community litter-picking groups, education, and future policy changes. Members also agreed an additional recommendation recognising the successful implementation of the Whitespace system and the contribution this had made to improving data collection, service monitoring, and operational decision-making. The final recommendations resulting from these discussions are contained within this report.

Conclusions

It is clear that fly tipping, litter management and waste services are complex areas of responsibility that require a coordinated approach between several stakeholders, including Gedling Borough Council, Nottinghamshire County Council, enforcement partners, local businesses, local communities and residents, each of which has an important role to play in reducing littering, fly tipping and environmental crime across the Borough. Whilst the review identified many challenges, Members also found that significant work was already being undertaken to improve services, modernise operations and prepare for future legislative changes.

Throughout the review, Members heard evidence that effective communication and public understanding are critical to improving environmental outcomes across the Borough. Many of the issues discussed by the working group, including recycling contamination, fly tipping, littering, food waste collections and the use of household waste recycling centres, could be positively influenced through clearer communication, education, and community engagement. The Council and its partners are well placed to work with residents, schools and community groups to help promote these messages and encourage positive behavioural change.

The review also highlighted the importance of partnership working, the effective use of technology and the sharing of operational intelligence. Members welcomed the benefits already being realised through the implementation of the Whitespace system and recognised the opportunities that improved data and performance monitoring could provide in supporting informed decision-making, service planning, and the targeting of resources. Members were also encouraged by the work of community litter-picking groups and the opportunities that exist to further strengthen these relationships.

Members were grateful to all officers, external stakeholders and community representatives who contributed to the review and provided valuable evidence throughout the process. The working group believes that the recommendations contained within this report provide a practical and balanced framework to support continued improvement in fly tipping, litter and waste management services across the Borough.

The Overview and Scrutiny Committee makes the following recommendations:

1. Communications

That the Council enhances public communications on:

- Recycling contamination, correct materials, and dangerous materials (Lithium batteries)
- Bulky waste and what constitutes fly tipping, including fly tips on private land
- Resident use of Household Waste Recycling Centres and expectations around waste separation
- Food waste collections ahead of implementation date
- Targeted local littering issues such as cigarette butts and incorrect disposal behaviours
- Residents’ responsibilities under the Household Waste Duty of Care Regulations

2. Online Reporting

That the Council promotes the use of the online reporting system for fly tipping (including photo uploads) to improve reporting efficiency and enforcement outcomes.

3. Hazardous Waste and Asbestos

The working group express concerns to the current procedure and delays to collections of hazardous waste and recommends that the Council:

- Considers introducing clear on-site signage or messaging for complex fly tipping cases (e.g. asbestos fly tipping) to explain delays and manage public expectations
- Works with the County Council to review current processes where appropriate, particularly in light of Local Government Reorganisation
- Reviews how communication could be clearer where hazardous waste cannot be removed immediately

4. WISE Enforcement Coverage

The working group recognises the positive aspects of the current contract and wishes to maintain appropriate scrutiny by recommending that the Council:

- Reviews the geographical spread of WISE enforcement activity to ensure appropriate coverage across all wards, including lower-density areas
- Monitors and reviews enforcement data on an ongoing basis

5. Intelligence Sharing

That the Council continues to strengthen intelligence sharing between enforcement and operational teams, particularly in relation to:

- Fly tipping hotspots
- Use of fly capture data

6. Member Engagement (Ward Walks)

That the Council fosters Member-led ward engagement (e.g. ward walks with enforcement teams) in areas of concern with a focus on targeted hotspot areas rather than whole ward coverage.

7. Community Litter Picking Groups

That the Council strengthens engagement and partnership with community litter picking groups, by:

- Creating clearer reporting routes for organised litter picks
- Ensuring timely collection of gathered waste
- Exploring opportunities for joint activity with enforcement teams (WISE)
- Promoting, celebrating, and recognising the work of volunteer litter pickers
- Improving public awareness of litter picking activity (e.g. blue bags awaiting collection)

- Ensuring clearer communication of support available, including equipment, safe handling information, and guidance

8. Education and Behaviour Change

That the Council supports increased educational engagement on fly tipping litter and waste management, including:

- Work with schools on littering and environmental crime
- Public awareness campaigns aligned with national messaging
- Use of operational data to guide service deployment
- A stronger focus on locally relevant issues (e.g. cigarette butts, battery disposal, littering behaviours within the Borough)

9. Enforcement Tools / CCTV

The working group acknowledges the financial, legal and resource constraints of using additional enforcement tools and recommends that the Council:

- Reviews whether additional enforcement tools (e.g. enhanced technology such as CCTV) could be utilised, subject to cost
- Focuses on targeted use in identified hotspot areas with regular fly tipping and graffiti
- Considers future opportunities for collaboration through Local Government Reorganisation

10. National Policy and Partnership Working

That the Council:

- Keeps under review the impact of national waste policy changes (including the Emissions Trading Scheme, Deposit Return Scheme and Extended Producer Responsibility)
- Works in partnership with the Waste Disposal Authority and other councils
- Reviews and works collaboratively with national organisations such as APSE or LGA on best practice and guidance
- Considers implications in the context of Local Government Reorganisation and longer-term planning
- Focuses on ongoing monitoring and reviews rather than immediate implementation

11. Transformation of Waste Services

That the Council recognises the achievements of the Waste Services, Customers Services and Transformation teams in implementing the Whitespace system, which had enabled improved data collection, enhanced service monitoring, and more informed operational decision-making.

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Overview and Scrutiny review scoping report

Review title: Fly tipping, litter and waste management review

Chair of the review group: Cllr C Pope

Working Group members: Councillors Adams, P Allan, R Allan, Bestwick, Brocklebank, Creamer, Dunkin, R Ellis, Ellwood, Greensmith, Maltby, R McCrossen, C Pope, G Pope, S Smith, Strong and Whiting.

Portfolio Holder: Councillor Paling

Corporate Director: Sarah Troman

Lead Officer: Emma McGinlay & Ben Hopewell

Reason for the review

- To complete a thorough review of the fly tipping, litter and waste management approach across the borough of Gedling and to suggest improvements as required.

Specific focus of the review

- Make enquiries of GBC officers to review the current situation of fly tipping, litter management and waste management across the borough.
- Review the current approach of fly tipping, litter management and waste management across the borough.
- Review the effectiveness of the newly implemented whitespace system
- Review the targets currently set within the service and see if these are reasonable
- Review the new warden arrangements – WISE – what they are and are not doing. Gaps in service. Connection with litter picking volunteers. Dog fouling tips – paths, bin locations.
- Review of the simpler recycling scheme – internal and external
- Fly tipping process – clear structure – repeat offenders – when can we add a camera? How can we best use tech and monitoring? Report it system stats and feedback. Review system – add photos? Fly tipping FAQ's and publicity of what is enforceable. Partnership with other councils? Fly tipping in private land – information? Vehicle littering – what can we do? Licencing to commercial properties – littering conditions
- Review of the upcoming changes to food waste provisions for councils
- Get update on new staffing structure and any proposed changes/affects this will have on service provision. How H&S is enforced within service
- Review/update of depot modernisation project and effect on service delivery
- Ongoing recycling issues – can we implement better solutions?
- Review of budgets and cost effectiveness against other councils

What do we hope to achieve?

- Practical recommendations to improve management of recycling and waste across the borough for residents

• Improved communication of litter management to the public – their responsibilities and the councils • Understanding/agreement of the fair allocation of resources • Formulation of suitable recommendations based on the learnings of the group to improve the success of the new waste system • Practical support to staff to ensure they have tools to better succeed in that department

Information required from whom
• Environmental Services team members (GBC) • Environmental protection - Kevin Nealon (GBC) • Director of Operations – Sarah Troman (GBC) • Julie Snowdon • Portfolio holders – Cllr Paling & Cllr V McCrossen • Chief Executive – Mike Hill (GBC) • WISE team • Councils working with WISE • Litter picking volunteers (external) – email questions/feedback • Keep Britian Tidy • Members litter pickers • County council officers

How we will get the information
• Discussions with/presentations from guests • Officer report presentation from stakeholders • Email information/feedback

Equalities issues
There should be no adverse effect on the groups which fall within the protected categories as defined in the Equalities Act 2010.

Timescales for the review

Action	Date
Approval from O & S	29 September 2025
Drafting the scoping document	11 November 2025
Meeting and evidence gathering meetings	December 2025 – February 2026
Drafting the recommendations and report	Feb – March 2026
Report to Overview Committee	9 March 2026
Report to Cabinet	26 March 2026
Response to Overview (Within 28 days)	26 April 2026
Six-month update	October 2026

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Gedling Borough Council

Report to Overview and Scrutiny Committee

Subject: Scrutiny work programme

Date: 27 July 2026

Author: Democratic Services Manager

Purpose

To provide an update on the scrutiny work programme.

Recommendation(s)

That the overview and scrutiny committee:

1) Discusses the draft work programme and identifies any further areas for examination for the 2026/27 year.

1 Work programme

A draft programme was discussed at the last committee and an updated version has been attached as appendix 1.

As discussed at previous meetings, there will be future examination of the following areas which has been added into the programme:

- Partner performance
- Gedling Plan, performance priorities and projects
- Welcome and warm spaces update.
- AI Policy update
- Review of effectiveness of hybrid working.
- Review of public parks

The programme of portfolio holder attendance will continue, as will other standing items such as performance, and members are invited to put forward any additional ideas for inclusion in the work programme.

In terms of partner performance review, a list of potential partners to invite to the committee can be seen below:

Organisation	**Last attended**
Calverton Core	N/A
Enforcement Agents (Council Tax Bailiffs)	N/A
Friends of Bestwood Country Park	N/A
Friends of Breck Hill	N/A
Friends of Gedling Country Park	N/A
Hope Nottingham	N/A
Nottinghamshire County Council	N/A
Rural Community Action Nottingham (RCAN)	N/A
WISE	N/A
Gedling Community Action Network (GCAN)	27 July 2026
Citizens Advice Bureau (CAB)	17 November 2025
Department for Work and Pensions (DWP)	17 November 2025
Nottingham City Council Housing Dept	10 March 2025
Jigsaw Homes	13 January 2025
Gedling Play Forum	18 November 2024
South Nottinghamshire Placed Based Partnership	30 September 2024
Phenomenal Futures (Formerly We Are Here)	23 March 2023

2 Financial implications

There are no financial implications arising from this report.

3 Legal implications

There are no legal implication arising from this report.

4 Equalities implications

There are no equality implications arising from this report.

5 Carbon Reduction/Environmental Sustainability implications

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

6 Appendices

Appendix 1 – Draft work programme for 26/27 year

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Overview and Scrutiny Committee work programme 2026/27

	Programme of portfolio holding to account	Performance review	Reports/items at committee	Current reviews/responses	Suggestions for partner performance reviews
27 July 2026	**Councillor John Clarke (CONFIRMED)**	**Risk Management Update Q4 25/26** **Gedling Plan Q4 25/26**		**Fly tipping, Litter and Waste Management Working Group**	**Gedling Community Action Network (GCAN) (CONFIRMED)**
28 September 2026	**Councillor Henry Wheeler (CONFIRMED)**	**Risk Management Update Q1 26/27** **Gedling Plan Q1 26/27**	**Update on Local Government Reorganisation (LGR)**	**Review of effectiveness of hybrid working**	**Friends of Gedling Country Park (TBC)**
16 November 2026	**Councillor Kathryn Fox (CONFIRMED)**	**Risk Management Update Q2 26/27** **Gedling Plan Q2 26/27**	**Carbon Management and Action Plan update** **AI Policy Update** **O&S Annual Report**		
18 January 2027	**Councillor Marje Paling (CONFIRMED)**	**Risk Management Update Q3 26/27** **Gedling Plan Q3 26/27**	**Update on Local Government Reorganisation (LGR)**		
15 March 2027	**Councillor Kyle Robinson-Payne**	**Risk Management Update Q4 26/27** **Gedling Plan Q4 26/27**		**Update on Fly Tipping, Litter and Waste Management Recommendations**	
Rolling issues			**Rural area links – public transport offerings** **Welcome and Warm Spaces Update**	**Review of Gedling Plan and performance priorities/projects** **Review of public parks**	

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